United Nations A/69/144*

General Assembly

Distr.: General
31 March 2014

Original: English

Sixty-ninth session
Item 134 of the preliminary list**
Programme planning

Programme performance report of the United Nations for the biennium 2012-2013

Report of the Secretary-General

Summary

The present report on the programme performance of the United Nations Secretariat for the biennium 2012-2013 is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

The report includes information on the results achieved by the Organization during the biennium in terms of expected accomplishments and the achievement of outputs, which is the traditional measure of performance. The key results achieved by the Organization under its 10 programme elements give Member States a high-level overview of the Secretariat's performance (see sect. II). The analysis of programme performance in regard to 33,696 mandated and additional outputs (see sect. III) indicates an increase in implementation rates, from 90 to 91 per cent for mandated outputs and from 90 to 92 per cent for all outputs, compared with the previous biennium. The report also includes a detailed recounting of the results obtained by each individual budget section on 876 expected accomplishments implemented under the 36 sections of the programme budget (see sect. IV). In addition, it contains a brief summary of the main challenges encountered in the implementation of each programme and lessons learned to improve performance.

Combining a results-based analysis with an output-oriented one, the present report provides a comprehensive overview of the major developments and the work performed by the United Nations Secretariat during the biennium 2012-2013.

---

* Reissued for technical reasons on 2 June 2014.
** A/69/50.

Please recycle

Contents

Page

I. Introduction 4

II. Overview of key results achieved by the United Nations 4

A. Overall policymaking, direction and coordination 4

B. Political affairs 5

C. International justice and law 7

D. International cooperation for development 8

E. Regional cooperation for development 13

F. Human rights and humanitarian affairs 17

G. Public information 20

H. Common support services 21

I. Internal oversight 25

J. Safety and security 26

III. Delivery of outputs and resource utilization 26

A. Implementation rates 27

B. Additional outputs 30

C. Postponed outputs 32

D. Terminated outputs 34

E. Outputs carried over 35

F. Technical cooperation delivery 36

G. Resource utilization 38

H. Gender mainstreaming 41

I. Final statement on the delivery of outputs and resource utilization 43

IV. Programme performance by section of the programme budget 44

2. General Assembly and Economic and Social Council affairs and conference management 44

3. Political affairs 56

4. Disarmament 64

5. Peacekeeping operations 70

6. Peaceful uses of outer space 79

8. Legal affairs 82

9. Economic and social affairs 88

10. Least developed countries, landlocked developing countries and small island developing States 101
11. United Nations support to the New Partnership for Africa's Development 105
12. Trade and development 109
13. International Trade Centre 120
14. Environment 122
15. Human settlements 133
16. International drug control, crime and terrorism prevention and criminal justice 140
17. UN-Women 149
18. Economic and social development in Africa 154
19. Economic and social development in Asia and the Pacific 171
20. Economic development in Europe 187
21. Economic and social development in Latin America and the Caribbean 198
22. Economic and social development in Western Asia 212
23. Regular programme of technical cooperation 223
24. Human rights 256
25. International protection, durable solutions and assistance to refugees 269
26. Palestine refugees 273
27. Humanitarian assistance 277
28. Public information 283
29A Office of the Under-Secretary-General for Management 287
29B Office of Programme Planning, Budget and Accounts 291
29C Office of Human Resources Management 295
29D Office of Central Support Services 300
29E Administration, Geneva 304
29F Administration, Vienna 310
29G Administration, Nairobi 314
30. Office of Information and Communications Technology 320
31. Internal oversight 323
35. Safety and security 327

I. Introduction

1. The present report on the programme performance of the United Nations Secretariat for the biennium 2012-2013 constitutes an important accountability and management tool in the Organization's results-based budgeting process, which follows a recurrent cycle of planning, budgeting, programme implementation, monitoring and reporting. The report closes the cycle, summarizing the major achievements of the Organization during the biennium 2012-2013 and the outputs delivered in the implementation of its programme of work.

2. The report is submitted in accordance with regulation 6.1 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), which established the format and content of the report, as well as its periodicity.

3. The General Assembly, in its resolution 61/245, reaffirmed the responsibilities of programme managers in the preparation of the programme performance report and reassigned the programme monitoring functions and the task of preparing the report based on the inputs provided by programme managers to the Department of Management. Following the mandate of the Assembly, the Office of the Under-Secretary-General for Management coordinated the preparation of the present report.

4. The report contains information on the achievement of 33,696 mandated and additional outputs and provides an overall account of the results achieved by the Organization as reported by the various departments. Performance in respect of 876 expected accomplishments under 36 sections of the programme budget is reported herein. The rate of implementation of mandated outputs in the Organization increased to 91 per cent during 2012-2013, from 90 per cent during 2010-2011. The implementation rate for both mandated and additional outputs also registered an increase, to 92 per cent, which is two percentage points higher than was achieved during 2010-2011.

5. The report comprises four sections. Section I serves as an introduction. Section II offers a broad overview of the results accomplished by the Secretariat under the 10 areas of the programme budget for the biennium 2012-2013. A summary of output implementation and resource utilization is set out in section III. Section IV covers programme performance under each section of the programme budget for the biennium 2012-2013 and provides a summary of programme-level highlights and performance constraints, as well as a more detailed review of performance pertaining to individual subprogrammes.

6. The combination of a results-based analysis and an output-oriented analysis provides a comprehensive overview of the major achievements and work performed by the United Nations Secretariat during the biennium 2012-2013.

II. Overview of key results achieved by the United Nations

A. Overall policymaking, direction and coordination

7. The Department for General Assembly and Conference Management provided conference services to Member States, including technical secretariat services and procedural support to the General Assembly at its sixty-seventh and sixty-eighth

sessions, to the First, Second, Third and Fourth Committees of the Assembly, to other subsidiary bodies of the Assembly and to the Economic and Social Council, as well as support for conferences and ad hoc and extraordinary meetings held under the auspices of the United Nations. Compliance with deadlines for the timely submission of documents to the Department by author departments continued to improve. The global departmental-wide electronic survey disseminated to Member States across the four duty stations in December 2012 showed that the majority of respondents in New York, Geneva, Vienna and Nairobi were satisfied with the quality of conference services, the professionalism of meeting services staff and the overall linguistic quality of translated documents.

8. Significant progress was made in the development and increased utilization of integrated conference management system applications, which contributed to successful programme delivery and eliminated the need to process documents only in the location where they were submitted. The four duty stations (New York, Geneva, Vienna and Nairobi) are increasingly acting as one, leveraging economies of scale and available computer-assisted translation technologies to achieve consistently high-quality and timely outputs regardless of the geographic location of the requesting body or the workforce. A new system that automates workflow management and work sharing, WoodWing, was implemented in 2012, bringing efficiency gains in verbatim reporting and desktop publishing. A fourfold increase was recorded in workload sharing across duty stations in respect of translations.

9. During the biennium, the Department has applied the paper-smart concept in over 800 meetings on a trial basis, shifting from printing by default to printing on demand. The United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, from 20 to 22 June 2012, became the largest conference serviced in a paper-smart fashion, followed by the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Doha from 26 November to 8 December 2012, recording savings of more than 11 million sheets of paper, or 1,400 trees.

B. Political affairs

10. Four programmes — political affairs, disarmament, peacekeeping operations, and peaceful uses of outer space — contributed effectively to two of the priorities for the biennium: maintenance of international peace and security and disarmament. The Department of Political Affairs addressed new conflict situations in 40 countries and responded to 59 requests for electoral assistance. Cooperation on conflict prevention and electoral assistance was broadened with the United Nations entities and regional organizations. In the run-up to the elections in Kenya in March 2013, broad and system-wide efforts were made to prevent conflict. The United Nations Support Mission in Libya (UNSMIL) assisted in the first free elections for the General National Congress in 47 years; 62 per cent of voters turned out for those elections. The Department continued to support a growing number of special political missions (34 as at the end of 2013), most of which were mandated by the Security Council. A new mission, the United Nations Assistance Mission in Somalia (UNSOM), was established in 2013 to provide United Nations good offices and a range of strategic policy advice in support of peace and reconciliation. The Department provided substantive support by servicing 392 meetings of the Security Council, 237 informal consultations and 243 meetings of subsidiary bodies. The Department provided

continued support to the Special Political and Decolonization Committee in its work on the remaining 16 non-self-governing territories, in facilitating dialogue on the question of Palestine and for the activities of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian territory. A number of important initiatives were launched to promote the implementation of the United Nations Global Counter-Terrorism Strategy, including expert group meetings and thematic workshops. The Department supported activities of the United Nations Office to the African Union. Several joint assessment missions, including to the Central African Republic, Guinea-Bissau and Somalia, were carried out by the United Nations and the African Union during the reporting period.

11. Many activities in the area of disarmament were carried out during the biennium. In March 2013, at the Final United Nations Conference on the Arms Trade Treaty, negotiations on the Treaty were finalized. The Treaty was then adopted by the General Assembly on 2 April 2013, with the signing ceremony taking place on 3 June 2013. The High-level Meeting on Nuclear Disarmament was also held in 2013. The second Review Conference on the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects was successfully concluded in New York in 2012 with the adoption by consensus of a final report. The first and second sessions of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons were held in Vienna and Geneva, in 2012 and 2013, respectively. During the biennium, the Office for Disarmament Affairs provided administrative and substantive support to the group of governmental experts on transparency and confidence-building measures in outer space activities, the group of governmental experts on developments in information and telecommunications in the context of international security, the group of governmental experts on the continuing operation of the United Nations Register of Conventional Arms and the open-ended working group on taking forward multilateral nuclear disarmament negotiations. In addition, the Office supported the meetings of several treaty bodies, such as the secretariats of the Convention on Certain Conventional Weapons and the Biological Weapons Convention, among others. The three regional peace and disarmament centres in Africa, Asia and the Pacific, and Latin America and the Caribbean continued to promote cooperation in areas such as curbing the illicit trade in small arms and light weapons, advancing security sector reform and enhancing capacity-building in weapon-destruction and stockpile management practices.

12. The Department of Peacekeeping Operations and the Department of Field Support provided strategic direction and the full range of administrative and logistical support to 17 peacekeeping operations, 16 special political missions and the African Union Mission in Somalia (AMISOM). Two new peacekeeping missions led by the Department of Peacekeeping Operations, in the Syrian Arab Republic and Mali, were launched during the biennium, as were two large special political missions led by the Department of Political Affairs, in Libya and Somalia. Two major operational surges were supported under the global field support strategy, in AMISOM in 2012 and in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in 2013. The global field support strategy allowed for better service delivery and more efficient operations (such as the rapid mission start-up in Libya), while the Regional Service Centre in Entebbe, Uganda, demonstrated another level of implementation of the strategy at

the regional level, through the provision of shared transportation, financing and human resources services, which improved service delivery in those areas

13. The Office for Outer Space Affairs continued to promote international cooperation in outer space for economic, social and scientific development. In its capacity as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum, the Office serviced the International Committee's seventh and eighth meetings. It also organized workshops and training courses focused on capacity-building in the use of global navigation satellite systems-related technologies in various fields of science and industry. Under the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER), the Office provided technical advisory services to 30 countries, worked to improve further and expand the UN-SPIDER knowledge portal and organized or contributed to a number of international and regional workshops and expert meetings in the areas of space technology, disaster management, climate change and environmental monitoring, and natural resource management. The enlargement of the network of regional support offices contributed to the efforts of Member States to reduce their vulnerability and increase their resilience to disasters.

C. International justice and law

14. The Office of Legal Affairs continued to provide legal advice on matters concerning international peace and security and transitional justice, on the rules of procedure of different United Nations organs and on the privileges and immunities of the United Nations. During the biennium, claims against the Organization totalling more than $74.2 million were resolved for $25.2 million, a reduction in actual liability from that claimed of 66.1 per cent. The Office continued to contribute to the progressive development and codification of international public and trade law and the strengthening and development of the international legal order for the seas and oceans. In that respect, the Office served as the secretariat of and provided substantive support to a number of bodies, including the Sixth Committee of the General Assembly, the International Law Commission, the Commission on the Limits of the Continental Shelf and the United Nations Commission on International Trade Law (UNCITRAL).

15. The number of States parties to the Convention on the Law of the Sea and the implementing agreements increased from 381 in December 2011 to 392 in December 2013. Notable progress was also made towards the effective modernization of trade law with the entry into force of the United Nations Convention on the Use of Electronic Communications in International Contracts. The adoption of the Rules on Transparency in Treaty-based Investor-State Arbitration should also be noted, as well as the fact that the General Assembly, in its resolution 68/106, recognized that a repository of published information under the Rules should be established.

16. The Office, despite the need for more reliable funding, conducted five training courses under the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, including the International Law Fellowship Programme and the regional courses in international law for Africa and Asia and the Pacific. To further develop the Audiovisual Library of International

Law, which has been accessed by over 1 million individuals and institutions in 193 Member States, the Office added new lectures and audiovisual materials to the library during the biennium. Finally, the two annual treaty events organized by the Office resulted in a total of 199 treaty actions being taken by Member States compared with 132 such actions during the biennium 2010-2011.

D. International cooperation for development

17. The departments and offices included in the area of international cooperation for development are: the Department of Economic and Social Affairs, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Office of the Special Adviser on Africa, the United Nations Conference on Trade and Development (UNCTAD), the International Trade Centre, the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN-Habitat), the United Nations Office on Drugs and Crime (UNODC) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). These entities concentrated their efforts on the priorities for the biennium as established by the General Assembly, which included: the promotion of sustained economic growth and sustainable development, in accordance with the relevant resolutions of the Assembly and recent United Nations conferences; the development of Africa; and drug control, crime prevention and combating international terrorism in all its forms and manifestations.

18. The above-mentioned departments and offices achieved important results by servicing intergovernmental deliberations and facilitating negotiations and agreements among Member States. For example, the Department of Economic and Social Affairs, in its role as secretariat of the United Nations Conference on Sustainable Development, provided support during the conference and after it, in the follow-up on the implementation of the agreements reached. The Department chaired, together with the United Nations Development Programme (UNDP), the United Nations System Task Team on the Post-2015 Development Agenda. The Department also supported the preparatory process for the Third International Conference on Small Island Developing States, to be held in September 2014, in respect of which the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States organized several events, including the regional preparatory meetings and a high-level breakfast during the sixty-eighth session of the General Assembly. In addition, the Office made progress in supporting the intergovernmental preparations for the Ten-Year Review Conference on the Implementation of the Almaty Programme of Action by having all the regional review meetings completed in 2013. It also organized 13 pre-conference events and supported the annual ministerial meeting of the Group of Landlocked Developing Countries. The Office of the Special Adviser on Africa, for its part, facilitated and provided substantive backstopping assistance for the intergovernmental negotiations leading to the establishment of a monitoring mechanism to review commitments towards Africa's development needs, as requested by Member States in the political declaration on Africa's development needs, adopted on 22 September 2008 (General Assembly resolution 63/1).

19. The thirteenth session of UNCTAD, held in Doha in 2012, was the first major United Nations ministerial conference focused exclusively on trade and

development since the beginning of the 2008 economic and financial crisis. The session provided an opportunity to reflect on the following issues: inclusive development, a green economy and climate change; debt, financial and monetary reform; and science and technology and the new era of globalization. In the area of environment, after years of UNEP-supported negotiations, Governments established the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, which currently has 111 members and an approved workplan. Assessments on pollination and food production, on land degradation and restoration and on invasive alien species and their control will provide policymakers with the tools to tackle such challenges. In addition, UNEP support to the intergovernmental negotiating committee led to the adoption in 2013 of the Minamata Convention on Mercury. In the area of human settlements, the sixth session of the World Urban Forum, which was held by UN-Habitat in Naples, Italy, in 2012, and attended by participants from 152 countries, provided the opportunity to discuss emerging issues in urban planning, equity and prosperity, productive cities and urban mobility. In the area of drugs and crime, participants in the fifty-sixth session of the Commission on Narcotic Drugs and the twenty-second session of the Commission on Crime Prevention and Criminal Justice, both serviced by UNODC, made progress in respect of substantive preparations for the 2014 high-level review of the Political Declaration and the Plan of Action on International Cooperation towards an integrated and Balanced Strategy to Counter the World Drug Problem and of the thirteenth United Nations Congress on Crime Prevention and Criminal Justice, to be held in 2015. UN-Women, for its part, supported the preparation and servicing of the fifty-sixth and fifty-seventh sessions of the Commission on the Status of Women and enabled the broad participation and engagement of civil society, including women involved in grass-roots efforts, in the deliberations.

20. The analytical and substantive publications of the above-mentioned departments and offices strengthened the debate within intergovernmental organs and at international conferences and contributed unbiased analyses of development issues and policies. The analytical reports of the Department of Economic and Social Affairs, such as the annual *Millennium Development Goals Report*, and the reports of the Millennium Development Goals Gap Task Force, served to inform intergovernmental processes and provided inputs to the global process towards the post-2015 development agenda. The *World Economic Situation and Prospects* provided inputs to various deliberations of the Economic and Social Council, and the *World Economic and Social Survey 2013: Sustainable Development Challenges* provided in-depth analysis on such issues as urbanization, food security and sustainable energy. Both reports contributed to the international follow-up of the United Nations Conference on Sustainable Development and to the ongoing process towards the post-2015 development agenda. For the first time, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States published a report on the state of the least developed countries, covering 2013. The report provided information on the obstacles faced by the least developed countries in achieving prosperity and stability and urged that their causes be prioritized in the post-2015 agenda. The United Nations Secretariat remained committed to supporting the New Partnership for Africa's Development (NEPAD) by coordinating the preparation of Africa-related reports on NEPAD. Along those lines, the Office of the Special Adviser on Africa launched its flagship publication *Africa's Decade of Change: Reflections on 10 Years of NEPAD*, in commemoration of the tenth anniversary of NEPAD, and

published the magazine *Africa Renewal* and the website *Africa Renewal Online* in collaboration with the Department of Public Information.

21. In the area of international trade, delegations commended UNCTAD for the usefulness and relevance of its research as presented in the 2012 and 2013 editions of the *Trade and Development Report*. UNCTAD research during the biennium focused on supporting developing countries in responding to opportunities and challenges in the areas of trade, investment and innovation. Among the leading publications of UNCTAD are: *Least Developed Countries Report*, *Economic Development in Africa Report*, *World Investment Report*, *Information Economy Report* and *Review of Maritime Transport*. The fifth edition of the *Global Environmental Outlook*, launched by UNEP on the eve of the United Nations Conference on Sustainable Development, assessed 90 of the world's most important environmental goals and objectives and called for a greater focus on policies that target the drivers of environmental change. The fourth update of the *Emissions Gap Report*, which was released in November 2013, was extensively referenced as an authoritative source of information throughout the climate negotiations. UN-Habitat contributed to increasing awareness and capacity for monitoring sustainable urbanization conditions and issues at the local, national and global levels through its flagship reports, which were at the forefront of the urban development debate: *Global Report on Human Settlements 2013: Planning and Design for Sustainable Urban Mobility* and *State of the World's Cities 2012/13: Prosperity of Cities*. In the area of drugs and crime, UNODC published its annual flagship publication, the *World Drug Report*, and the *Global Report on Trafficking in Persons 2012*. UNODC also published transnational organized crime threat assessments for West Africa, East Africa and East Asia and the Pacific; analytical studies on specific drugs and crime problems; and several drug and crime survey reports.

22. The departments and offices working in the area of international cooperation for development supported the implementation of related programmes through advocacy and outreach activities. Continued advocacy work by the Department of Economic and Social Affairs towards raising awareness and building consensus among Member States on poverty eradication, full employment, decent work and social integration led, among others things, to the adoption of an action-oriented policy programme on social integration and resolutions on poverty and development, the social dimensions of NEPAD, older persons, youth, persons with disabilities and indigenous peoples. Among these activities, it is important to mention the successful conclusion of the International Year of Cooperatives, which culminated with the launch of a programme of action (2012); the High-level Meeting on Disability and Development (2013); and the substantive contributions to the process on the post-2015 development agenda to ensure the integration of social development. The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States promoted awareness of the special needs and concerns of the countries covered by its mandate in different international forums, including the United Nations Conference on Sustainable Development, the nineteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the ninth Ministerial Conference of the World Trade Organization (WTO). The Office's advocacy and analytical work on science and technology resulted in a decision by the General Assembly to support the establishment of a technology bank and a science, technology and innovation mechanism under the auspices of the

United Nations to support the least developed countries. The Office of the Special Adviser on Africa, in collaboration with partners, enhanced awareness of Africa's development needs in the context of the United Nations Conference on Sustainable Development and the implementation of its outcome document. It also supported the preparatory process of the African Union leading to the formulation of the African consensus statement to the United Nations Conference on Sustainable Development, which sets out a common African position on sustainable development goals, and co-organized a series of high-level events. Africa-NEPAD Week, an annual observance that in 2013 was held during the General Assembly Debate on Africa, was organized together with partners of the Office of the Special Adviser on Africa to raise awareness of key thematic issues related to NEPAD. The Office also contributed to mobilizing resources in support of Africa's development at the General Assembly and as co-organizer of the fifth Tokyo International Conference on African Development, held in June 2013, which secured around $32 billion for Africa over five years.

23. The work of UNEP was validated in the outcome document of the United Nations Conference on Sustainable Development, in which Heads of State and Government reaffirmed the need to strengthen international environmental governance and expressed their commitment to strengthening the role of UNEP. The *Global Environment Outlook*, a report prepared by UNEP, received unprecedented coverage in the media and played a substantive role in informing policymakers at the Conference about the global state of the environment. The integration of sustainable urbanization as a priority issue in the final outcome document of the Conference was an important achievement for UN-Habitat. Governments agreed to a broad framework of sustainable development and recognized the need for a holistic approach to urban development and planning. In consultation with other United Nations agencies, UN-Habitat prepared two reports of the Secretary-General, on the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of UN-Habitat (A/68/332) and on the coordinated implementation of the Habitat Agenda (E/2013/68).

24. UNODC launched a successful awareness-raising campaign featuring a video on transnational organized crime that was viewed online at least 100,000 times and aired more than 350 times by international television networks. Two global campaigns, entitled "Act against corruption" and "Zero corruption — 100 per cent development", were launched for International Anti-Corruption Day, in 2012 and 2013 respectively, and a campaign for the International Day against Drug Abuse and Illicit Trafficking 2013 was launched on the issue of new psychoactive substances. Finally, at the United Nations Conference on Sustainable Development, the advocacy efforts of UN-Women resulted in the recognition of the centrality of gender equality to sustainable development. The landmark United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, which was adopted in April 2012 at a meeting of the United Nations System Chief Executives Board for Coordination, is to be implemented throughout the United Nations system. For the first time, the Organization will have a set of common indicators to measure progress in its gender-related work, including in mainstreaming the gender perspective into all its operations and actions.

25. In the area of operational activities for capacity development, the departments and offices mentioned in paragraph 17 supported the implementation of important projects in key development areas. The Department of Economic and Social Affairs

continued to provide technical and substantive assistance for capacity-building to developing countries and countries with economies in transition. In partnership with UNDP, it provided technical and policy advisory support to 80 developing countries in their preparations for the United Nations Conference on Sustainable Development. The Department also supported 28 small island developing States in their preparations for the Third International Conference on Small Island Developing States.

26. UNCTAD made progress in strengthening the capacities of developing countries to integrate into the global economy and the international trading system by supporting their efforts to develop appropriate national trade policies. It also continued to support the ability of developing countries to participate effectively and equitably in international trade, the trading system and regional and multilateral negotiations. For instance, 22 countries in Africa, Asia and Latin America and the Caribbean have, with technical assistance from UNCTAD, drafted and adopted national trade facilitation implementation plans to comply with the recently adopted WTO trade facilitation agreement. In a related area, the International Trade Centre supported the integration of the business sector into the trade policymaking process and enhanced the capacity of trade support institutions to assist small and medium-sized export enterprises. The International Trade Centre also provided trade intelligence to foster greater transparency in trade. With its assistance, 65 trade-related networks composed of representatives of the private sector and policymakers, were created or strengthened, especially in least developed countries. Special emphasis was placed on expanding private sector involvement in the processes of accession to WTO and regional trade integration agreements.

27. In the area of post-crisis recovery, UNEP is successfully delivering complex multimillion dollar environmental recovery programmes under the most difficult circumstances in countries such as Afghanistan, the Democratic Republic of the Congo, Haiti, South Sudan and the Sudan. In addition, with the support of UN-Habitat, an increasing number of national and local governments have improved policies, legislation and strategies towards inclusive urban planning and governance, safer cities and security of tenure. Moreover, the work of UN-Habitat in disaster management, rehabilitation and mitigation has continued to grow, with interventions being made in Afghanistan, Cuba, the Democratic Republic of the Congo, El Salvador, Haiti, Iraq, Mozambique, Libya, the Philippines, Somalia and the Syrian Arab Republic and the reconstruction of more than 4,000 houses in Sri Lanka.

28. UNODC continued to provide critical support to the Mechanism for the Review of the Implementation of the United Nations Convention against Corruption and to deliver technical assistance for preventing and combating corruption, including in relation to asset recovery. Technical assistance was also provided to Member States for the ratification and implementation of the 18 universal legal instruments against terrorism, including by strengthening the capacity of national criminal justice systems to effectively implement those instruments in conformity with the rule of law and human rights. More than 100 countries received UNODC assistance in implementing drug-use prevention interventions, dependence treatment and rehabilitation, and HIV/AIDS strategies and programmes. In the area of gender equality, 15 entities created policies aligned with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, with UN-Women providing direct support for the development of six of them.

29. Through the provision of advisory services and training activities, the regular programme of technical cooperation continued to facilitate responses to urgent demands by Member States. The programme was executed by 11 implementing entities of the Secretariat. Four of them (the Department of Economic and Social Affairs, UNCTAD, UN-Habitat and UNODC) reported under the area of the programme on international cooperation for development; the five regional commissions (the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA)) reported under the area of the programme on regional cooperation for development; and the remaining two entities (the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR)) reported under the area of the programme on human rights and humanitarian affairs.

30. Department of Economic and Social Affairs interventions with Member States with the resources of the regular programme of technical cooperation centred on supporting countries to pursue a sustainable development approach in national development strategies. Support was provided through 313 advisory missions, 92 training workshops and 38 fellowships. UNCTAD provided tailored advisory services and training courses on key issues related to the international economic agenda that enhanced the analytical and policymaking skills of the participants. UNODC provided technical assistance for the development of comprehensive drug control and crime prevention initiatives in West Africa, the Sahel region, South-Eastern Europe and Myanmar. UNODC also advised Governments and policymakers on the content, implementation and coordination mechanisms of integrated drug prevention and control programmes and projects in Afghanistan, East Asia, South Asia, Africa and the Caribbean. With regard to the sound management of chemicals, UNEP helped 23 countries to develop legislation and integrate sound chemicals management into development planning processes. UNEP also helped to assess the cost of inaction in this area, preparing policy guidance on the prevention of chemical accidents and the development of responsible production guidelines aimed at risk management in small and medium-sized enterprises. UN-Habitat supported the efforts of the Commonwealth of Independent States to implement sustainable urban policies and foster synergies with international institutions. It also assisted ongoing reform processes in 10 countries based on the international guidelines on decentralization and access to basic services, developed complementary guidelines for urban and territorial planning and improved urban governance frameworks in nine countries. More than 2 million poor people gained access to environmentally sound urban infrastructure and basic services with support from UN-Habitat, while more than 150 cities were developing and implementing policies to reduce slums and prevent the development of new ones.

E. Regional cooperation for development

31. The five regional commissions, as regional hubs of expertise and knowledge on economic, social and environmental issues, continued to promote sustained economic growth and sustainable development in their respective regions (Africa, Asia and the Pacific, Latin America and the Caribbean, and Western Asia). As an

integral part of their regional institutional landscape. ECA, ESCAP, ECE, ECLAC and ESCWA facilitated regional cooperation and integration among Member States and worked to promote intraregional and interregional cooperation.

32. The regional commissions continued to provide a forum for policy discussions and the exchange of experience and best practices. The outcomes of those discussions were used to inform various global intergovernmental processes, including the United Nations Conference on Sustainable Development, the intergovernmental processes for a post-2015 development agenda and the annual ministerial review of the Economic and Social Council. For example, the regional commissions held a joint side event at the United Nations Conference on Sustainable Development and prepared a joint report to provide a regional perspective on sustainable development. In terms of its own work, ECA organized its forty-fifth and forty-sixth annual sessions. At the forty-fifth session, a series of measures were adopted to promote and implement an integrated policy approach to unleash the sustainable growth and development potential of Africa; at the forty-sixth session, the theme of which was "Industrialization for an emerging Africa", resolutions and recommendations aimed at accelerating large-scale industrial development on the basis of Africa's natural resource endowments were adopted. In addition, at its two joint annual meetings with the African Union, ECA advocated for stronger policy responses to tackle the lag in the region's progress towards achieving the Millennium Development Goals. It also called for the adoption of a common African position on the development agenda beyond 2015 to ensure that Africa's priorities would be better reflected. At its sixty-eighth and sixty-ninth sessions, ESCAP addressed challenges related to trade, energy, connectivity and the Pacific small-island developing States. The sixty-ninth session was the culmination of combined efforts to convert ESCAP into the most inclusive intergovernmental platform for decision-making and an entity with the ability to provide responses to the transformations occurring in Asia and the Pacific. Participants in the sixty-fifth session of ECE discussed the follow-up to the United Nations Conference on Sustainable Development and the post-2015 development agenda. The session concluded with the adoption of the outcome of the review of the 2005 reform of ECE, in which the strategic direction and the priorities of the programme of work of the Commission were reconfirmed (see E/2013/37, annex III). ECLAC facilitated a high-level dialogue among member States at its thirty-fourth session through the presentation of a document entitled "Structural change for equality: an integrated approach to development", which contained a road map to achieve structural change, growth and equality in the region. ESCWA addressed key emerging issues in the Arab region at its twenty-seventh Ministerial Conference. It also organized a series of high-level meetings aimed at fostering dialogue between leaders of Arab countries on the role of social justice for achieving sustainable and balanced development.

33. The regional commissions continued to assist the Member States in developing and promoting the implementation of legal instruments, norms and standards in various areas of development. ESCAP member States set regional norms and adopted frameworks on key social issues, including the rights of persons with disabilities, population and international migration. ECE member States that are parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes made a historic decision allowing non-ECE countries to accede to the Convention. The global implementation of the Convention will ensure

equitable access to improved water, sanitation and sustainable management of transboundary water resources worldwide. Other important ECE achievements in that area included the revision of the Protocol to the 1979 Convention on Long-range Transboundary Air Pollution to Abate Acidification, Eutrophication and Ground-level Ozone to include national emission reduction commitments for main air pollutants by 2020 and beyond; the amendment to the Protocol to the 1979 Convention on Long-Range Transboundary Air Pollution on Heavy Metals, to cut emissions from industrial sources, combustion processes and waste incineration; the adoption of three new regulations by the ECE World Forum for Harmonization of Vehicle Regulations to improve the environmental performance of motor vehicles and the safety of their occupants; and the adoption of new or revised recommendations, norms and standards on trade facilitation and electronic business, intellectual property and competition. The work of ESCWA in the area of population and development contributed to an increase in the number of countries that formulated or took steps towards formulating national strategies and plans of action on youth. In addition, the analysis carried out in preparation for the tenth session of the Statistical Committee of ESCWA indicated an improvement in the implementation of fundamental principles in the preparation of official statistics.

34. The regional commissions promoted more coherence and collaborative work among themselves and other regional entities in their respective regions under the Regional Coordination Mechanism. They also continued to coordinate their activities by participating in meetings of the Economic and Social Council, dialogues of the Second Committee, the work of the Executive Committee on Economic and Social Affairs and the regular meetings of the executive secretaries and chiefs of programme planning. The work of ECA in support of the implementation of the African Union's NEPAD programmes at the regional level enhanced coordination among United Nations agencies and organizations and resulted in improved coordination in nine clusters of the Regional Coordination Mechanism in Africa and in over 14 joint programmes implemented or in the process of implementation by United Nations agencies. At a key meeting on the Regional Coordination Mechanism in Asia and the Pacific, held during the sixty-ninth session of ESCAP, participants focused on the post-2015 development agenda and the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations. At the meeting, contributions were made on a review of the framework of the partnership and on priorities for future cooperation among the participating organizations. ECE held four meetings under the Regional Coordination Mechanism for Europe and Central Asia and jointly coordinated the preparation of the inter-agency report *From Transition to Transformation: Sustainable and Inclusive Development in Europe and Central Asia*. The report served as the basis for the multi-stakeholder regional consultation meeting held in Istanbul and assisted in shaping the post-2015 development priorities in Europe and Central Asia. ECLAC coordinated the preparation of the inter-agency report *Sustainable Development: 20 Years on from the Earth Summit*, in which guidelines for moving towards sustainable development in the region were proposed. To disseminate the outcomes of the United Nations Conference on Sustainable Development and make progress on the follow-up actions on the post-2015 development agenda, ECLAC and the Government of Colombia hosted back-to-back regional consultations with States of Latin America and the Caribbean. Other United Nations organizations were also represented at those meetings, which focused on development goals and issues related to global and regional governance.

The inter-agency document *Sustainable Development in Latin America and the Caribbean: Follow-up to the United Nations Development Agenda Beyond 2015 and to Rio+20* was launched in the context of those meetings. As the secretariat of the Regional Coordination Mechanism for the Arab States, ESCWA convened three meetings during the biennium to strengthen synergies between the United Nations entities in the region and the League of Arab States and to enhance the sharing of information among ESCWA members on the post-2015 development agenda. Those meetings resulted in improved processes for United Nations engagement in the Arab Economic and Social Development Summit and in recommendations for technical cooperation in the areas of regional economic integration and the establishment of an Arab customs union.

35. Key publications issued by the regional commissions contributed to improved policy formulation and implementation processes in the different regions within their purview. Among the annual publications of ECA were the *Economic Report on Africa* and *Assessing progress in Africa toward the Millennium Development Goals*, both of which were widely disseminated. They are aimed at contributing to the implementation of economic and social policies in support of structural transformation in ECA member countries. The report *Assessing Regional Integration in Africa* led to the decision to create a pan-African free trade area by 2017. The flagship publication of ESCAP, *Economic and Social Survey of Asia and the Pacific*, focused on forward-looking macroeconomic policies for inclusive and sustainable development. In addition, ESCAP, together with the Asian Development Bank and UNDP, issued *Asia-Pacific Aspirations: Perspectives for a Post-2015 Development Agenda*, which addressed progress made in achieving the Millennium Development Goals in Asia and the Pacific during 2012-2013 and focused on development priorities beyond 2015. ESCAP also prepared an inter-agency report on the importance of the green economy for sustainable development and poverty reduction. ECE prepared the *Handbook of Best Practices at Border Crossings: a Trade and Transport Facilitation Perspective*, with the Organization for Security and Cooperation in Europe (OSCE), and a compendium of policy recommendations and good practices in public-private partnerships. ECE also published the study *Risk Management in Regulatory Frameworks* to guide policymakers in the development of regulations aimed at improving the safety of products and business processes without compromising innovation, economic development and international trade. In addition to its traditional flagship publications, important policy reports were prepared by ECLAC as contributions to the discussions of member States in high-level meetings, including *The Outlook for Agriculture and Rural Development in the Americas 2013: a Perspective on Latin America and the Caribbean*, which was presented at the twenty-second summit of the Ibero-American Conference of Heads of State and Government, and a discussion paper entitled "Community of Latin American and Caribbean States-European Union cooperation for development: challenges post-2015". In addition, the recommendations of ECLAC to the Central American Integration System resulted in the promotion of regional electricity and energy integration initiatives in Central America. Finally, the surveys on economic and social developments in the ESCWA region for the periods 2011-2012 and 2012-2013 underlined the changing situation in the Arab States and presented assessments and analyses of the economic and social conditions of the Arab countries in the global context, using the most up-to-date data.

36. As in the case of the programmes reported under international cooperation for development, the regular programme of technical cooperation continued to be used by the regional commissions to facilitate rapid responses to urgent demands of Member States through the provision of advisory services and relevant training activities. In that respect, the contributions of ECA enhanced the capacity of Member States to formulate macroeconomic policies, national development plans and global and regional trade promotion strategies towards economic transformation and to further regional integration. ECA also contributed to African-led dialogues and strategies among government, civil society and African institutions towards peace and democracy in Africa. ESCAP provided technical assistance in priority areas of macroeconomic policy, agriculture, transport, trade, investment, natural resources, gender equality, social integration, disaster risk reduction and statistics. ECE carried out 166 technical cooperation activities, including 102 advisory services and 64 capacity-building events, to assist countries with economies in transition to accede to and implement ECE legal instruments, norms and standards as a means of achieving the agreed international development goals and sustainable development. ECLAC carried out more than 167 capacity-building activities and 219 advisory missions, thereby facilitating informed decision-making and the implementation of policies and measures regarding key development issues with a focus on equality. Moreover, ECLAC promoted South-South cooperation through advisory missions and training activities in developing countries from regions other than Latin America and the Caribbean. ESCWA delivered 93 advisory services complemented by 22 regional and subregional workshops and 46 national workshops covering a broad range of themes. In addition, it fostered intraregional dialogue on challenges facing countries in the transition to democracy and conducted six study tours to further South-South cooperation.

F. Human rights and humanitarian affairs

37. Two of the priorities for the biennium 2012-2013 — the promotion of human rights and the effective coordination of humanitarian assistance efforts — were covered by four entities of the Secretariat, namely: OHCHR, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the Office for the Coordination of Humanitarian Affairs.

38. Under the leadership of the United Nations High Commissioner for Human Rights, OHCHR spearheads the Organization's human rights efforts. During the reporting period, OHCHR continued to support the work of the United Nations human rights mechanisms, including the Human Rights Council and the 51 independent human rights experts known as "special procedures", the universal periodic review and the 10 treaty bodies set up to monitor States parties' compliance with international human rights standards. OHCHR also continued to promote the right to development, coordinate United Nations human rights education and public information activities and strengthen the mainstreaming of human rights throughout the United Nations system. OHCHR also developed a range of activities aimed at ensuring the enforcement of universally recognized human rights norms, including through the promotion of the universal ratification and implementation of the major human rights treaties and respect for the rule of law and through technical cooperation for capacity-building in human rights promotion and protection. A new

strategy, jointly developed by OHCHR and UNDP, for the deployment of human rights advisers was endorsed in February 2012 by the United Nations Development Group. The strategy aimed at strengthening human rights policy coherence and system-wide ownership of human rights advisers deployed by OHCHR at the request of resident coordinators and country teams. So far, two advisers — one to Timor-Leste and one to the Maldives — have been deployed; another eight will be deployed in 2014. OHCHR also supported the commissions of inquiry to the Democratic People's Republic of Korea, Libya and the Syrian Arab Republic, as mandated by the Human Rights Council, and the fact-finding missions to the Central African Republic and Mali. The second cycle of the universal periodic review started; the national reports of all 70 States were reviewed. The three-year consultation process on strengthening the treaty bodies culminated in 2012 with the publication of *Strengthening the Human Rights Treaty Body System*, a report by the United Nations High Commissioner for Human Rights. The report, which is being considered in the ongoing open-ended intergovernmental process requested by the General Assembly, contained several proposals for simplifying and increasing the efficiency of the reporting process.

39. OHCHR launched a campaign to support the full integration of human rights into the process leading up to the United Nations Conference on Sustainable Development. As a result, the outcome document of the Conference included key human rights provisions with a strong focus on reducing inequalities and fostering inclusion and justice, based on the main international human rights instruments. Since the Conference, OHCHR has been active in promoting human rights and defining the post-2015 development agenda through research, advocacy, consultations and expert meetings.

40. During the biennium, UNHCR was confronted with an unprecedented level of refugee outflows — over 2 million people were forced to flee their countries — and equally sizeable internal displacements from conflicts in the Democratic Republic of the Congo, Mali, the Sudan and the Syrian Arab Republic. UNHCR worked closely with Governments and partners to respond to the immense protection and humanitarian assistance needs. These new emergencies exacerbated the pressure on UNHCR and its partners, which, guided by the global strategic priorities set by the United Nations High Commissioner for Refugees, were already fully engaged in providing protection and assistance to millions of refugees and internally displaced persons. Key priority areas included supporting a favourable protection environment, responding to situations of sexual and gender-based violence, strengthening child protection, addressing malnutrition and mortality levels among children under 5 years of age and pursuing durable solutions. UNHCR and its partners provided support for the voluntary repatriation and reintegration of refugees, as well as investment in local integration projects. UNHCR was also engaged in inter-agency initiatives and in the Transformative Agenda, a humanitarian reform initiative that seeks to strengthen further the effectiveness and efficiency of joint humanitarian action in complex, large-scale emergencies.

41. UNHCR continued to put great emphasis on reinforcing and establishing strong partnerships with its main stakeholders. The support of Governments and donors was critical in mobilizing the political will and financial resources necessary to respond to the significantly increased humanitarian needs. Partnerships were strengthened with humanitarian and development actors, as well as with faith-based

organizations, which also play an important role in resolving conflicts and providing community-based protection and support.

42. UNRWA assisted some 5 million registered Palestine refugees in Jordan, Lebanon and the Syrian Arab Republic, as well as in the West Bank and Gaza. Having received support through protection and advocacy efforts, UNRWA achieved important results during the biennium. For example, almost 100 per cent of infants and children received comprehensive immunization and there was a reduction in the antibiotic prescription rate. Considerable efforts were made to maintain the improvements that had been achieved over the years in terms of reduced infant and early childhood morbidity and mortality. UNRWA schools registered some 491,641 students during the biennium, of whom almost 50 per cent were girls. According to preliminary data, the overall dropout rate decreased among students in the elementary and preparatory stages during the 2012/13 school year. UNRWA successfully implemented shelter rehabilitation projects aimed at improving the living conditions of the most vulnerable groups and at providing refugees with dignified and adequate core housing units that are safe, properly ventilated and correspond to the size and needs of the families occupying them. During the biennium, over 1,000 shelters were rehabilitated, repaired or reconstructed, benefiting approximately 1,044 families in the social safety net programme. The microfinance programme provided income-generating opportunities for refugees and vulnerable groups living and working near them. A total of 59,433 loans valued at $67 million were financed in Jordan and the Syrian Arab Republic, as well as in the West Bank and Gaza. Loans offered through a microfinance programme helped to build business assets, increase the working capital of clients and contribute to increasing household consumption and meeting household needs.

43. The Office for the Coordination of Humanitarian Affairs continued to mobilize and coordinate humanitarian action in partnership with national and international actors to alleviate human suffering in disasters and emergencies, advocate the rights of people in need, promote preparedness and prevention, and facilitate sustainable solutions. During the biennium, the Office hosted two high-level global humanitarian policy forums, which brought together humanitarian experts to discuss global challenges. The outcomes of the discussions will inform the agenda of the World Humanitarian Summit, to be held in 2016. The Office continued to work with the humanitarian system to further enhance responses to major crises, learning from two challenging emergencies that occurred in 2010: the earthquake in Haiti and the floods in Pakistan. The recommendations and protocols developed under the Transformative Agenda were rigorously tested through simulation exercises carried out throughout the United Nations system and within the Office and applied in response to four level 3 emergencies: the crisis in the Syrian Arab Republic, Typhoon Haiyan in the Philippines and the rapid scaling-up of responses in the Central African Republic and South Sudan.

44. The rate of implementation of the Hyogo Framework of Action was steady, as evident in the progress review reports submitted by 137 countries. Disaster risk management was recognized as integral to sustainable development in the outcomes of the United Nations Conference on Sustainable Development. Extensive global consultations were conducted to develop the post-2015 framework on disaster risk reduction, leveraging six multi-stakeholder regional platforms and convening 3,500 actors from 172 countries to the fourth Global Platform for Disaster Risk Reduction. In the *Global Assessment Report 2013*, produced by the Inter-Agency Secretariat of

the United Nations International Strategy for Disaster Reduction (UNISDR), evidence of the economic losses and the business case for disaster risk reduction was presented. The campaign entitled "Making cities resilient: my city is getting ready" raised awareness about the importance of building resilience to disasters in cities worldwide. The campaign counted more than 1,640 local government signatories in 98 countries.

45. OHCHR and the Office for the Coordination of Humanitarian Affairs implemented activities funded with resources of the regular programme of technical cooperation. With those funds, OHCHR strengthened the capacity of stakeholders, policymakers and civil society organizations to integrate a human rights-based approach into domestic laws, policies and action plans. Best practices were also shared at the regional level, including on human rights concerns related to gender and minorities. The Office's technical assistance resources were used to support the participation of Cameroon and the Comoros in the regional emergency response planning and simulation workshop for national authorities that was held in Senegal in 2012. Funds also supported the donor round table of the Economic Community of Central African States that was held in Cameroon, the workshop of the Association on Southeast Asian Nations (ASEAN) on environmental emergencies and four joint seminars on the role of customs in natural disaster relief in Asia and the Pacific.

G. Public information

46. The Department of Public Information worked to promote a better understanding of and greater appreciation for the United Nations and the positive difference it makes in the daily lives of people everywhere. The Department expanded the reach of its products and activities through radio, television, print, the Internet, social media and other digital platforms. The number of radio and television stations broadcasting United Nations programmes increased to almost 800, in 149 countries. The average number of monthly page visits to the United Nations website reached 4.7 million. During the biennium, there was a substantial increase in the number of followers of the United Nations on mainstream social media platforms such as Facebook, Twitter and Google+, from 2.1 million to 10 million. The Department also worked with substantive offices to develop messaging and prepare communications campaigns on priority themes. This included, for example, a social media campaign on the Millennium Development Goals using Twitter (#MDGmomentum) that engaged over 31 million people and a new "Beyond 2015" web page featuring an interactive timeline that was also promoted through social media. Special mention should be made of the media and public outreach campaign for the United Nations Conference on Sustainable Development, which succeeded in mobilizing large-scale efforts to raise awareness and encourage participation using "The future we want", which was a tagline for the Conference that had been proposed by the Department. The tagline gained widespread acceptance as a positive and forward-looking message that successfully conveyed the relatively abstract concept of sustainable development to broad audiences. As part of the outreach campaign "The future we want", a series of scholarly and expert articles on key sustainable development issues were featured prominently on the campaign's website (www.un.org/futurewewant).

47. The Department expanded its pool of partners to over 3,000 and reached out to new and broader audiences. It worked with the Secretary-General's Envoy on Youth and partners to enhance engagement by the United Nations system with youth. The

Academic Impact programme grew by 20 per cent. Two thirds of the institutions of higher education and research affiliated with the programme were from developing countries. The outreach programmes on the Holocaust, the Rwandan genocide and the transatlantic slave trade also benefited from new partnerships around the world. Expanding partnerships outside North America was also a focus of the Creative Community Outreach Initiative, which added partners in Asia and the Middle East. The Department continued to nurture its relationship with non-governmental organizations: 1,400 such organizations are now associated with the Department.

48. The Department worked to strengthen linkages throughout the Organization. The websites of iSeek and deleGate played key roles in ensuring cohesion within the United Nations community and at duty stations, while the Dag Hammarskjöld Library contributed to knowledge-sharing throughout the Organization. In support of multilingualism and in order to expand outreach at the local level, during the biennium the United Nations information centres produced and/or translated 11,015 information materials in 43 languages, including 4 indigenous languages.

H. Common support services

49. The common support services of the United Nations formulated policies and procedures and provided strategic guidance, direction and support to all entities of the Secretariat in four broad management areas, namely: finance and budget, human resources, physical resources and information and communications technology services.

50. Common support represents the administrative support services of the Organization, both from the perspective of policy issuance and of service delivery. The organizational units reporting under this programme element include the Office of the Under-Secretary-General for Management, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management and the Office of Central Support Services. In addition, the United Nations offices at Geneva, Vienna and Nairobi also report under this programme element, as they are responsible, inter alia, for the provision of administrative and other support services to the offices of the Secretariat and the agencies, funds and programmes located at those duty stations. The Office of Information and Communications Technology too falls under this element.

51. The Office of the Under-Secretary-General for Management led the presentation to the General Assembly of several Secretary-General's reports, including one report on the mobility framework, one report on the expanded feasibility study for long-term accommodation needs at Headquarters and two progress reports on accountability. In addition, the Office presented to the Assembly the Secretary General's reports prepared in response to the requests contained in the reports of the Board of Auditors, in accordance with General Assembly resolution 48/216 B, the programme performance report for the biennium 2010-2011 and the report on the standard of accommodation for air travel. The Under-Secretary-General for Management provided management oversight to ensure that key projects of the Secretary-General, such as the capital master plan, Umoja and the adoption of the International Public Sector Accounting Standards (IPSAS), were effectively implemented and reached scheduled milestones. The Secretariat Building was fully reoccupied and renovations were proceeding as scheduled. Storm Sandy damaged

some core infrastructure of the United Nations and caused delays in the completion of the Conference Building and the commencement of the construction of the General Assembly Building. Those delays did not, however, result in significant additional costs (given that most of the costs incurred were covered by insurance), nor did they affect the projected completion date (September 2014) for the reoccupancy of the renovated General Assembly Building.

52. The Office continued to develop a strong relationship with the oversight bodies, supported the work of the Management Committee and the Management Performance Board, assisted in the preparation of senior managers' compacts (a tool to promote programme managers' accountability) and acted as the focal point for enterprise risk management in the Secretariat, an area in which it achieved significant progress. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the committees and in a timely, orderly and procedurally correct manner. The Management Evaluation Unit made a significant number of recommendations to the Under-Secretary-General for Management and facilitated management evaluation processes and decisions in 1,770 cases. The target of an average of 7.5 business days for reviewing procurement cases by the Headquarters Committee on Contracts was met.

53. Key actions were taken affecting the deployment plans and structure of the enterprise resource planning project, Umoja, including by conducting a significant review of the implementation schedule, further strengthening Umoja governance, strengthening the concept of process ownership and clarifying authorities and responsibilities between process owners and heads of departments and offices. On 1 July 2013, the phase known as "Umoja Foundation" was successfully implemented in the two pilot sites and, on 1 November 2013, Umoja was successfully deployed to cluster 1 (peacekeeping operations).

54. The Office of Programme Planning, Budget and Accounts continued to lead the implementation of IPSAS-compliant accounting and financial reporting Secretariat-wide and to play a key role in the design, support and implementation of Umoja. Progress was made in streamlining policies and guidelines to clients, in close collaboration with departments and offices, in preparation for the implementation of IPSAS and Umoja and with a focus on defining the derived benefits from those two large transformational projects. The General Assembly approved amendments to the financial regulations and took note of the revised Financial Regulations and Rules, as submitted by the Controller, to prepare for the issuance of IPSAS-compliant financial statements. The Office continued to ensure the sound financial management of all resources made available to the Organization, leading to an unqualified audit opinion from the Board of Auditors on volumes I and II of the financial statements. Audit observations on financial matters referred, in general, to minor issues, indicating that effective internal financial controls are in place.

55. The Office of Human Resources Management continued to develop policies and provide advice on human resources management, monitor performance and develop the skills and potential of staff in line with United Nations mandates. The Office issued new policies on the administration of continuing and fixed-term appointments to improve consistency in the administration of staff contracts throughout the Secretariat and revised existing policies on the use of rosters, official travel, rental subsidy, consultants and individual contractors. Programmes aiming at increasing mobility, including the Voluntary Initiative for Network Exchange, were

suspended in 2012 to enable the Office to focus on the development of a structured mobility programme, the implementation of which will follow the approval by the General Assembly of the report of the Secretary-General on mobility (A/68/358). It was anticipated that the Assembly would decide on the matter at the first part of its resumed sixty-seventh session, in March 2013, but it was deferred until the main part of its sixty-eighth session and then again until the first part of its resumed sixty-eighth session, in March 2014.

56. To improve the capability of helpdesk personnel to manage requests and reduce response times, the Office implemented a ticketing tool (iNeed) for addressing issues related to human resources systems, mainly the Integrated Management Information System (IMIS) and Inspira. An online self-service reporting tool (HR Insight) was introduced by the Office, decreasing the frequency with which Member States made requests to Secretariat staff. The human resources scorecard has been improved to allow heads of departments to follow progress on a number of key indicators, including the selection of candidates from unrepresented and underrepresented Member States, gender balance and selection timelines. In the biennium 2012-2013, 85 successful candidates were employed through the young professionals programme.

57. The Office continued to provide clinical health, psychological, occupational health and health promotion services to United Nations staff. In 2012, it developed HIV testing and counselling guidelines for use by all United Nations medical services worldwide. It also continued to build medical emergency response capacity through the United Nations Medical Emergency Response Team, and by conducting training sessions in four missions involving 28 members.

58. Despite the impact of Storm Sandy and the additional workload caused by the reoccupation of the Secretariat Building, the Office of Central Support Services addressed 65 per cent of all facility management work orders in time and achieved a rating of over 90 per cent in respect of client satisfaction. Cost-effective travel services were provided through negotiations with 42 major airlines and significant cost savings were achieved on the full cost of official travel. Other key achievements included the successful implementation of the revised travel policy (ST/AI/2013/3), ongoing success with the travel agency hybrid service configuration and the launch of a new online booking tool and pre-trip audit system to enhance continuous monitoring and audit of all tickets issued. The total number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 570 to 1,267, doubling the targeted goal of 630 for the biennium. This may be attributed to the successful conduct of business seminars in those countries, to the ongoing effort of the Procurement Division to simplify the registration process for interested vendors and to the provision of hands-on assistance with vendor registration at the Regional Procurement Office.

59. The United Nations Office at Geneva continued to expand and enhance the delivery of integrated administrative and support services by developing strategic partnerships and outreach activities with client offices. Progress was made in enabling the effective and efficient functioning of the Office with regard to financial management through a better monitoring of unliquidated obligations (the percentage of unliquidated obligations and cancellation of prior-period obligations compared to final appropriations was reduced to 2.4 per cent compared with the target of 5 per

cent) and expenditures against allotments as well as reduced turnaround time for the issuance of allotments by 1.1 days. The human resources management unit at the Office achieved greater geographical representation, with 71 per cent of staff recruited from unrepresented and underrepresented Member States, and increased the percentage of female staff on regular budget posts in the Professional and higher categories to nearly 50 per cent. The quality and timeliness of facilities-related services continued to meet established standards, despite the steady deterioration of the facilities at the Palais des Nations owing, inter alia, to flooding and structural issues. In the area of procurement, the Office established a larger number of long-term contracts and reduced procurement processing time. In the area of information and communications technologies, service-level agreements were updated and improved, with the result that the Office expanded the information technology services rendered in terms of server virtualization and Wi-Fi access.

60. The United Nations Office at Vienna continued to enhance its cooperation with other organizations based in the Vienna International Centre and to improve the joint services provided to its clients. The Office maintained close-to-expected performance levels for payment processing, bank reconciliations and automatic disbursements, and benefited from the new Single Euro Payments Area initiative, which regulates payments in euros within Europe. Participation in the initiative resulted in lower charges, lower rates of returned payments, increased transparency and security and standardized legal norms. In the area of human resources management, the Office slightly exceeded the targeted mobility index and improved gender balance targets on posts funded through the regular budget. In the area of information and communications services, the Office enhanced current helpdesk and application software to monitor performance and collect feedback. In the area of procurement, a marked increase was recorded in the participation of vendors from developing countries and countries with economies in transition. As at the end of the biennium, 203 vendors from developing countries and countries with economies in transition had been successfully registered with the Office.

61. The United Nations Office at Nairobi developed improved business processes, having identified four service-level benchmarks in the areas of budget and finance management, human resources management, support services and information and communications technology. The number of new agencies subscribing to the common services increased, thereby expanding the cost-sharing mechanism. The Office achieved a higher rate of client responsiveness through outreach activities, the automation of processes and revised workflows. In addition, it streamlined procedures for the assignment of certifying authority and special approving authority and implemented and modified several business process applications to enhance the effectiveness of service delivery. Further improvements were made to the infrastructure and conference facilities of the Office by opening the new delegates lounge and bringing up to current standard the specialist simultaneous interpretation facilities in the conference areas. In preparation for the adoption of IPSAS, more than 400 staff members in various United Nations agencies were trained. A dedicated regional Umoja training facility was established in Nairobi, equipped with computers, interactive whiteboards and videoconferencing and WebEx capabilities. The number of new vendors registered and eligible for tender invitations increased to 833 as at December 2013. Cooperation and transparency among the United Nations Office at Nairobi, UNEP and UN-Habitat improved

owing to the re-establishment of the technical review group and the information and communications technology committee.

62. The Office of Information and Communications Technology undertook a review of information and communications technology services and resources within the Secretariat to improve coordination, collaboration and coherence. Major enterprise applications rolled out and enhanced in both headquarters duty stations and peacekeeping missions included: (a) iNeed, the enterprise system that provides customer relationship management support to Umoja and facilitates the management of service provision in general; (b) the enterprise identity management system, which lays the foundation for a unified authentication system for Secretariat-wide applications; and (c) Unite Docs and Unite Connections, a set of integrated solutions for capturing, sharing and using information more effectively. The Office initiated work designed to strengthen information security and operational resilience and required the formulation of policies and procedures, a technology architecture and effective governance structures. The increased focus on operations, which included meeting the challenges posed by the capital master plan, allowed the Office to position itself as an effective, client-oriented unit in the Secretariat. The Office continued to improve coordination and collaboration with information and communications technology units globally to support the implementation of Umoja and IPSAS.

I. Internal oversight

63. The Office of Internal Oversight Services continued to fulfil its internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation assignments. The Office worked towards ensuring that the objectives of the Organization were achieved effectively and in full compliance with regulations and rules, policies and procedures. In an effort to improve the transparency of internal audit results and comply with General Assembly resolution 67/258, the Office decided to publish its internal audit reports on its website, on an experimental basis, from June 2013 to 31 December 2014. To communicate effectively on the results of its oversight assignments, the Office, in consultation with management and other oversight bodies, completed and published on its website definitions for key oversight terms used in its reports. During the reporting period, the Internal Audit Division issued 294 reports containing 1,527 recommendations covering issues of risk management, accountability, efficiency, effectiveness, cost savings, recovery of losses and overpayments. The Inspection and Evaluation Division issued 26 reports containing 48 recommendations assessing the overall relevance, efficiency, effectiveness and impact of programmes. The Investigations Division issued 328 reports containing 150 recommendations. The Investigations Division has undergone a comprehensive restructuring, transferring resources to Entebbe, Uganda, to create a surge capacity in the Regional Service Centre, thereby increasing the Organization's ability to respond to matters in a timely and effective manner. The Office continued to implement quality assurance programmes by streamlining reporting procedures to increase efficiencies and fully implementing new procedures for monitoring and formulating recommendations. During the reporting period, the Office coordinated regularly with other United Nations oversight bodies, including the Board of

Auditors and the Joint Inspection Unit, to ensure that potential gaps and unnecessary duplication and overlap in oversight work would be minimized.

J. Safety and security

64. During the biennium, the United Nations faced multiple crises simultaneously, which presented a challenge to its operations. The Department of Safety and Security rose to the challenge and responded to those crises, supporting and enabling the United Nations system to implement its programmes. The Department continued to provide leadership, operational support and oversight of the United Nations security management system by ensuring maximum security for staff and eligible dependents and enabling the safest and most efficient conduct of programmes and activities. Partnerships continued to be strengthened within the United Nations security management system, including the consideration of a wider scope of issues by the Inter-Agency Security Management Network as an important forum for discussing systemic challenges, ratifying new policies and devising coherent solutions to safety and security challenges. The Department also worked with other departments on developing the United Nations policy guidance on crisis management in peacekeeping missions, on changing the threat environment, on human rights and on sexual exploitation and abuse. The Department focused more on evaluating the performance of those programmes entrusted with security responsibilities and conducted 20 compliance evaluation missions to different duty stations, where 967 premises occupied by entities of the United Nations system and associated projects were evaluated. In order to improve staff safety and security globally, it was instrumental to maintain security threat and risk assessments up to date and enhance compliance with minimum operating security standards. The Department continued to ensure a rapid and effective response to security incidents through the completion of country-level security contingency plans, increased capability to deploy or redeploy field security officers at 24-hour notice and reduced deployment times for surge activities in support of crises. Training was provided to designated officials, security advisers and senior management teams in nearly all countries with high security threats.

III. Delivery of outputs and resource utilization

65. As mandated by the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8, rule 106.1 (a) (ii)), the delivery of final outputs should be determined in comparison with the commitments set out in the programme narratives of the approved programme budget and reported to the General Assembly through the Committee for Programme and Coordination. Outputs are defined as final products or services delivered by a programme to end users in order to fulfil accomplishments and objectives. Implementation reporting covers "quantifiable" outputs comprising six categories: (a) substantive servicing of meetings; (b) parliamentary documentation; (c) expert groups, rapporteurs and depository services; (d) recurrent publications; (e) non-recurrent publications; and (f) other substantive activities (such as exhibits, booklets, special events, technical material, fact-finding and special missions and the promotion of legal instruments).

66. The distinct feature of "quantifiable" outputs is that they must be clearly described and quantified in the programme budget and it must be possible to unambiguously monitor their implementation. Other activities comprise "non-quantifiable" outputs, whose numbers are not consistently defined in the programme budget because, for various reasons, they can be neither planned nor predicted precisely, for example, they may be subject to a Government request or they may represent the provision of services the scope of which is uncertain. Such outputs are reflected in the programme budget in a descriptive manner, with no identification of specific products or their quantity. It is not possible, therefore, to report on their implementation rates, although they represent a significant part of the Secretariat's work and resources. Examples of such outputs include advisory services, training courses, fellowships and grants, field projects, conference services and administration. Such non-quantifiable outputs are not reflected in the section on implementation reporting below, but they are factored into the analysis of resource utilization and technical cooperation delivery (see sect. III.F below), as well as in the reporting on the implementation of expected accomplishments.

67. The inventory of programmed outputs is based on the programme of work narratives of the relevant subprogrammes in the proposed programme budget for the biennium 2012-2013 as approved by the General Assembly in its resolutions 66/248 A to C. The 2012-2013 budget contained 29,642 planned and quantifiable outputs. In addition, 477 quantifiable outputs were carried over from the biennium 2010-2011. Furthermore, 2,550 outputs were added by legislative decisions and 1,027 outputs were added at the initiative of the Secretariat, resulting in a total of 33,696 quantifiable outputs. The rate of implementation of those outputs is shown in table 1 (those budget sections that have only non-quantifiable outputs are not shown in the table).

A. Implementation rates

68. Of the 33,696 quantifiable outputs that were either mandated or that were added by the Secretariat, 30,867 were implemented, including 304 outputs that were completed after reformulation.[1] A total of 413 outputs were postponed to the next biennium and 2,416 outputs were terminated. Postponements and terminations occurred either by legislative decision or at the discretion of programme managers (in accordance with ST/SGB/2000/8, rule 106.2 (b)).

69. The output implementation rate has been calculated in three different ways. The first calculation (I_M) shows the percentage of all mandated outputs (those initially programmed, plus those carried over, plus those added by legislation) that were implemented. It is the rate of implementation of mandated outputs only and does not include outputs implemented at the initiative of the Secretariat. The second calculation (I_T) shows the implementation rate of the total of all outputs, being the sum of mandated outputs and those added by the Secretariat. Finally, the third formula ($I_{T/P}$) is the ratio of all implemented outputs (programmed, carried over, reformulated and added by legislation and by the Secretariat) to the outputs initially programmed in the 2012-2013 budget, expressed as a percentage. The last calculation shows how

---

[1] An output is considered to be reformulated when its description, as cited in the programme budget, has been modified but it continues to address the subject matter of the originally programmed output.

much was delivered by a particular programme compared with what was programmed at the outset of the biennium. The reasoning behind the calculation of $I_{T/P}$ is that while budgetary resources were provided to deliver the outputs programmed, developments during the biennium may have resulted in additions to the workload that had to be implemented within available resources. This implementation rate, therefore, reflects the volume of work carried out by the various United Nations entities. The data in the "number of outputs" column in table 1 shows the sum of quantifiable outputs that were initially programmed, carried over and added by either legislation or the Secretariat.

Table 1
Implementation rates[a]

Budget section		*Number of outputs*[b]	*Implementation rates (percentage)*[c]		
			I_M	I_T	$I_{T/P}$
2.	General Assembly and Economic and Social Council affairs and conference management	2 083	89	89	89
3.	Political affairs	1 329	89	90	99
4.	Disarmament	1 889	79	79	94
5.	Peacekeeping operations	402	95	95	114
6.	Peaceful uses of outer space	299	98	98	100
8.	Legal affairs	1 796	89	89	100
9.	Economic and social affairs	3 212	96	96	103
10.	Least developed countries, landlocked developing countries and small island developing States	252	95	95	123
11.	United Nations support for the New Partnership for Africa's Development	125	100	100	117
12.	Trade and development	1 726	93	94	115
13.	International Trade Centre	532	97	97	101
14.	Environment	200	97	98	111
15.	Human settlements	890	87	88	98
16.	International drug control, crime and terrorism prevention and criminal justice	1 526	83	84	92
17.	UN-Women	238	93	93	100
18.	Economic and social development in Africa	522	97	97	99
19.	Economic and social development in Asia and the Pacific	483	99	99	109
20.	Economic development in Europe	3 350	91	92	106
21.	Economic and social development in Latin America and the Caribbean	560	96	97	106
22.	Economic and social development in Western Asia	457	98	98	115
24.	Human rights	7 985	90	90	114
25.	International protection, durable solutions and assistance to refugees	340	100	100	100
27.	Humanitarian assistance	332	98	98	105
28.	Public information	224	77	77	77

Budget section	*Number of outputs*[b]	*Implementation rates (percentage)*[c] I_M	I_T	$I_{T/P}$
29A. Office of the Under-Secretary-General for Management	866	100	100	107
29B. Office of Programme Planning, Budget and Accounts	1 511	99	99	102
29C. Office of Human Resources Management	302	97	97	97
29E. Administration, Geneva	29	100	100	161
31. Internal oversight	95	99	99	136
35. Safety and security	141	70	70	71
Total	**33 696**	**91**	**92**	**104**

[a] Quantifiable outputs only.

[b] Includes all mandated and discretionary outputs.

[c] I_M — implementation rate of all mandated outputs (programmed plus carried over plus added by legislation) [(implemented + reformulated) - (additional outputs initiated by secretariat) / (programmed + carried over + added by legislation)]

I_T — implementation rate of all mandated outputs plus additional outputs initiated by programme managers [(implemented + reformulated) / (programmed + carried over + added by legislation + additional outputs initiated by secretariat)]

$I_{T/P}$ — ratio of all implemented outputs to outputs programmed in 2012-2013 budget (i.e. those for which resources were approved) [(implemented + reformulated) / programmed]

70. Programmes achieved an implementation rate of 91 per cent for mandated outputs (I_M) in the biennium 2012-2013, which is one percentage point higher than in 2010-2011. The total implementation rate (I_T) in 2012-2013 was 92 per cent, compared with 90 per cent in 2010-2011. Of the 30 budget sections listed in table 1, 22 achieved an implementation rate of 90 per cent or higher for the mandated outputs and 5 had implementation rates of between 80 and 89 per cent. Only three budget sections had implementation rates for mandated outputs lower than 80 per cent, namely: disarmament (79 per cent), public information (77 per cent) and safety and security (70 per cent).

71. As noted, budget section 4, Disarmament, had an implementation rate of 79 per cent, which was an improvement over the implementation rate of 70 per cent in the previous biennium. A total of 391 outputs, accounting for 24 per cent of its programmed quantifiable outputs, were terminated. The termination of these outputs was mainly the result of a lack of agreement on a substantive programme of work in the Conference on Disarmament and the inability to identify a Chair designate. In addition, in some instances States parties to the Oslo Convention on Cluster Munitions, the Biological Weapons Convention and the Convention on Certain Conventional Weapons had either curtailed the number of meeting days or the number of documentation required for meetings, which also affected the rate at which outputs were terminated. A shortage of extrabudgetary resources contributed to the termination of outputs under the programme.

72. During the biennium 2012-2013, section 28, Public information, had an implementation rate of 77 per cent, compared with 94 per cent in 2010-2011. The low implementation rate is attributed to the termination of 50 outputs, accounting for 23 per cent of the programmed quantifiable outputs of the Department of Public

Information. Forty-seven of those outputs were terminated owing to the streamlining of publishing operations in respect of *Development Business*, a procurement publication. In line with the Secretary-General's paperless initiative, the Department published the last bi-monthly print issue of the publication at the end of 2011 and converted it to an online-only edition during the biennium, which resulted in a reduction in outputs from 48 to 1. The remaining 3 outputs were terminated because of a lack of funding, because no Member State offered to host and finance Department of Public Information/non-governmental organizations conferences in 2012 and 2013, as a result of which the conferences did not take place, and because of cybersecurity concerns related to the maintenance of certain statistical databases on the server.

73. During the biennium 2012-2013, section 35, Safety and security, had an implementation rate of 70 per cent, compared with 75 per cent in 2010-2011. A total of 40 outputs were terminated during the biennium, accounting for 29 per cent of the programmed quantifiable outputs of the Department of Safety and Security. Of the planned compliance missions, 20 were not implemented owing to operational priorities and the security situation on the ground; 19 outputs related to the substantive servicing of meetings and parliamentary documentation were terminated because the amount of support and documents provided by the Department was sufficient to fulfil the requirements of legislative bodies; and 1 output related to the integration of human resources data was terminated in anticipation of the implementation of Umoja.

74. As explained above, the indicator ($I_{T/P}$) is the ratio of all implemented outputs to the outputs initially programmed. It reflects the resourcefulness and ability of departments and offices to cope with unforeseen circumstances, as well as difficulties and uncertainties in attempting to plan output delivery with a reliable degree of precision two to three years in advance. Emerging issues and changing priorities may require departments or offices to respond by delivering additional outputs. The Secretariat-wide average implementation rate ($I_{T/P}$) was 104 per cent, with 14 budget sections at or above that level and 16 below it. This indicates the continuous ability and flexibility of programme managers to consistently respond to unexpected programmatic demands and support the achievement of higher programme delivery results.

B. Additional outputs

75. In the course of the biennium, 3,577 outputs added to the programme of work, either by intergovernmental bodies or by the Secretariat, were implemented. Total additions represented 12 per cent of the programmed outputs in 2012-2013, against 12 per cent in 2010-2011 and 18 per cent in 2008-2009. The data for additional outputs, by budget section, are presented in table 2.

Table 2
Additional outputs

		Reason for addition				
			Secretariat			
Budget section	*Total added*	*Legislation*	*Total*	*Programmatic*	*Availability of extrabudgetary funds*	*Additional outputs (percentage)*[a]
3. Political affairs	104	1	103	96	7	8
4. Disarmament	254	242	12	8	4	16
5. Peacekeeping operations	68	66	2	2	–	20
6. Peaceful uses of outer space	6	2	4	4	–	2
8. Legal affairs	172	132	40	40	–	11
9. Economic and social affairs	164	148	16	16	–	5
10. Least developed countries, landlocked developing countries and small island developing States	57	56	1	1	–	29
11. United Nations support for the New Partnership for Africa's Development	14	–	14	14	–	13
12. Trade and development	238	19	219	197	22	16
14. Environment	16	4	12	9	3	9
15. Human settlements	55	–	55	46	9	7
16. International drug control, crime and terrorism prevention and criminal justice	127	38	89	81	8	9
18. Economic and social development in Africa	7	2	5	1	4	1
19. Economic and social development in Asia and the Pacific	27	21	6	6	0	6
20. Economic development in Europe	390	363	27	18	9	13
21. Economic and social development in Latin America and the Caribbean	34	2	32	30	2	6
22. Economic and social development in Western Asia	65	21	44	43	1	17
24. Human rights	1 618	1 325	293	293	–	25
27. Humanitarian assistance	22	–	22	22	–	7
29A. Office of the Under-Secretary-General for Management	57	57	0	0	–	7
29B. Office of Programme Planning, Budget and Accounts	45	25	20	20	–	3
29E. Administration, Geneva	11	–	11	11	–	61
31. Internal oversight	26	26	–	–	–	38
Total	**3 577**	**2 550**	**1 027**	**958**	**69**	**12**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for additions

76. During the biennium 2012-2013, 71 per cent of the total additions were required by intergovernmental bodies. The remaining 29 per cent were initiated by the Secretariat: 2 per cent were explained by the availability of extrabudgetary funds to the programmes and 27 per cent of the additions were made at the initiative of the Secretariat as a result of unique circumstances faced by the programmes. For example, OHCHR added 293 discretionary outputs, most of which fell under the category of parliamentary documentation for the submission of reports of non-governmental organizations (with no specific mandate) to the Human Rights Council. The reports were processed by OHCHR pursuant to Economic and Social Council resolution 1996/31. UNCTAD implemented 219 additional outputs at the discretion of the Secretariat, many of which were added because of the relevance of programme research and analysis in the light of the continued effects of the global crises, and also owing to the availability of extrabudgetary funds, which enabled delivery. During the biennium, UNCTAD was requested to disseminate policy messages through publications, fact-finding missions, briefings, seminars and other substantive activities, in addition to contributing to joint outputs with other United Nations system organizations. Additional meetings and reports were also delivered during the biennium in the context of the substantive servicing of the thirteenth session of UNCTAD, in 2012, and the implementation of its outcomes. The Department of Political Affairs added 103 discretionary outputs in response to additional requests for electoral assistance from Member States, engagement with new partners and increased demand for the Department's expertise, among other reasons. All additions and the reasons for making them are recorded and the data is available online.

C. Postponed outputs

77. Of the 33,696 total quantifiable outputs, 413 were postponed, marking a decline in the postponement rate compared with the previous biennium, from 1.4 per cent in 2010-2011 to 1.2 per cent in 2012-2013. The main reasons for the postponement of outputs, by budget section, are provided in table 3.

Table 3
Postponed outputs

				Reason for postponement			
Budget section	*Total postponed*	*Legislation*	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	*Postponements (percentage)*[a]
3. Political affairs	22	–	22	–	–	–	2
4. Disarmament	1	–	–	–	1	–	–
8. Legal affairs	16	1	15	–	–	–	–
9. Economic and social affairs	34	4	30	–	–	–	1
10. Least developed countries, landlocked developing countries and small island developing States	1	–	–	1	–	–	–
12. Trade and development	51	2	47	–	1	1	3

Budget section	Total postponed	Legislation	Programmatic	Reason for postponement			Postponements (percentage)[a]
				Regular budget vacancy	Extrabudgetary vacancy	Extrabudgetary shortage	
13. International Trade Centre	11	–	11	–	–	–	2
14. Environment	4	–	4	–	–	–	2
15. Human settlements	13	–	8	–	–	5	2
16. International drug control, crime and terrorism prevention and criminal justice	36	–	33	–	–	3	3
17. UN-Women	4	–	4	–	–	–	2
18. Economic and social development in Africa	14	–	8	5	–	1	3
19. Economic and social development in Asia and the Pacific	3	–	2	–	–	1	–
20. Economic development in Europe	79	24	48	7	–	–	3
21. Economic and social development in Latin America and the Caribbean	11	1	5	2	2	1	2
22. Economic and social development in Western Asia	7	–	4	1	–	2	2
24. Human rights	99	15	84	–	–	–	2
27. Humanitarian assistance	1	–	1	–	–	–	–
28. Public information	2	–	2	–	–	–	–
29B. Office of Programme Planning Budget and Accounts	2	2	–	–	–	–	–
35. Safety and security	2	–	2	–	–	–	1
Total	**413**	**49**	**330**	**16**	**4**	**14**	**1**

[a] As a percentage of total programmed and carried-forward quantifiable outputs.

Reasons for postponed outputs

78. The postponements mostly concerned recurrent publications (21 per cent) and non-recurrent publications (25 per cent), which jointly accounted for 46 per cent of the postponed outputs. These publications could not be completed before the end of the biennium but will be ready for dissemination in the biennium 2014-2015. Another 22 per cent of the postponements are explained by parliamentary documents that were prepared towards the end of the biennium and the publication of which was delayed until the beginning of the following reporting cycle. The remaining 32 per cent of the postponements were the result of programmatic decisions such as the substantive servicing of meetings, including expert group meetings, being delayed to the next reporting period and delays in organizing fact-finding missions, special events and technical materials. All postponed outputs and the reasons for their postponement are recorded and the data is available online.

D. Terminated outputs

79. Of the 30,119 total programmed and carried-forward quantifiable outputs, 2,416 (about 8 per cent) were terminated in 2012-2013, compared with 2,638 (9 per cent) in 2010-2011 and 2,773 (10 per cent) in 2008-2009. The main reasons for the terminations, by budget section, are provided in table 4.

Table 4
Terminated outputs

Budget section	*Total terminated*	*Reason for termination*					*Terminated outputs (percentage)*[a]
		Legislation	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	
2. General Assembly and Economic and Social Council affairs and conference management	220	102	118	–	–	–	11
3. Political affairs	113	71	42	–	–	–	9
4. Disarmament	391	251	139	–	–	1	24
5. Peacekeeping operations	21	–	21	–	–	–	6
6. Peaceful uses of outer space	5	–	5	–	–	–	2
8. Legal affairs	176	165	11	–	–	–	11
9. Economic and social affairs	88	19	69	–	–	–	3
10. Least developed countries, landlocked developing countries and small island developing States	12	6	–	3	1	2	6
12. Trade and development	55	6	39	6	1	3	4
13. International Trade Centre	5	–	5	–	–	–	–
14. Environment	1	–	1	–	–	–	–
15. Human settlements	98	34	11	–	–	53	12
16. International drug control, crime and terrorism prevention and criminal justice	213	13	194	–	–	6	15
17. UN-Women	13	–	13	–	–	–	5
18. Economic and social development in Africa	2	–	2	–	–	–	–
19. Economic and social development in Asia and the Pacific	2	–	2	–	–	–	–
20. Economic development in Europe	204	84	106	11	–	3	7
21. Economic and social development in Latin America and the Caribbean	8	–	4	–	–	4	2
22. Economic and social development in Western Asia	3	2	1	–	–	–	–

		Reason for termination					
Budget section	*Total terminated*	*Legislation*	*Programmatic*	*Regular budget vacancy*	*Extrabudgetary vacancy*	*Extrabudgetary shortage*	*Terminated outputs (percentage)*[a]
24. Human rights	663	22	641	–	–	–	10
27. Humanitarian assistance	5	–	5	–	–	–	2
28. Public information	50	–	50	–	–	–	22
29A. Office of the Under-Secretary-General for Management	1	–	1	–	–	–	–
28B. Office of Programme Planning, Budget and Accounts	16	15	1	–	–	–	1
29C. Office of Human Resources Management	10	7	3	–	–	–	3
31. Internal oversight	1	–	1	–	–	–	1
35. Safety and security	40	–	40	–	–	–	28
Total	**2 416**	**797**	**1 525**	**20**	**2**	**72**	**8**

[a] As percentage of total programmed and carried-forward quantifiable outputs.

Reasons for terminated outputs

80. Legislative decisions accounted for more than 33 per cent of the terminated outputs. The terminations resulted from fewer requests for the substantive servicing of meetings and for documents by legislative bodies. The discretionary termination of outputs made by programmes accounted for over 63 per cent of the total. A shortage of extrabudgetary funds accounted for 3 per cent of terminated outputs and vacancies in the Secretariat for less than 1 per cent of such terminations. Reasons for discretionary terminations included the cancellation of expert group meetings, the availability of publications and technical materials through website updates and the cancellation of inter-agency meetings and related documentation requirements. All terminated outputs and the reasons for their termination are recorded and the data is available online.

E. Outputs carried over

81. Table 5 shows the status of implementation of 477 outputs that were programmed in 2010-2011 and then postponed for implementation in 2012-2013. Of those 477 outputs, 77 per cent (367) were implemented, 8 per cent (38) were postponed again and 15 per cent (72) were terminated.

Table 5
Status of outputs carried over

Budget section	*Carried forward from 2010-2011*	*Status of implementation*		
		Implemented	*Postponed to 2014-2015*	*Terminated*
3. Political affairs	24	20	3	1
4. Disarmament	34	29	–	5
8. Legal affairs	22	18	2	2
9. Economic and social affairs	45	39	5	1
11. United Nations support for the New Partnership for Africa's Development	4	4	–	–
12. Trade and development	75	48	10	17
13. International Trade Centre	20	18	–	2
14. Environment	8	8	–	–
15. Human settlements	42	27	–	15
16. International drug control, crime and terrorism prevention and criminal justice	16	10	3	3
17. UN-Women	17	15	1	1
18. Economic and social development in Africa	6	6	–	–
19. Economic and social development in Asia and the Pacific	19	18	–	1
20. Economic development in Europe	70	43	7	20
21. Economic and social development in Latin America and the Caribbean	14	14	–	–
22. Economic and social development in Western Asia	4	4	–	–
24. Human rights	52	43	7	2
28. Public information	2	2	–	–
29C. Office of Human Resources Management	2	–	–	2
35. Safety and security	1	1	–	–
Total	**477**	**367**	**38**	**72**

F. Technical cooperation delivery

82. A total of 7,720 technical cooperation outputs were delivered by the Secretariat. In the output structure of the budget process, technical cooperation outputs comprise four categories: (a) advisory services; (b) training courses, seminars and workshops; (c) fellowships and grants; and (d) field projects. These are considered non-quantifiable outputs; their number could not be established precisely at the beginning of the biennium as they are delivered at the request of Governments or as and when funding becomes available. Since it was not possible to establish a base number to compare the actual implementation, it is not possible

to calculate the implementation rates. The estimated number of technical cooperation outputs implemented is provided in table 6.

Table 6

Summary of technical cooperation outputs delivered in 2012-2013

Budget section	Total outputs	Advisory services		Training		Projects implemented	Fellowships and grants	
		Number of services	Number of missions	Number of courses	Number of participants		Number awarded	Number of recipients
3. Political affairs	78	21	35	18	228	38	–	–
4. Disarmament	44	6	6	17	620	16	–	–
5. Peacekeeping operations	3	–	–	–	–	3	–	–
6. Peaceful uses of outer space	46	22	17	18	1 832	–	15	22
8. Legal affairs	103	42	34	25	1 123	1	22	22
9. Economic and social affairs	181	70	108	65	2 713	25	21	98
11. United Nations support for the New Partnership for Africa's Development	20	18	19	1	43	1	–	–
12. Trade and development	972	325	369	412	20 305	193	4	4
13. International Trade Centre	2 785	1 900	1 900	724	23 881	161	–	–
14. Environment	381	266	415	57	903 688	43	–	–
15. Human settlements	684	258	256	146	9 786	256	–	–
16. International drug control, crime and terrorism prevention and criminal justice	381	168	245	271	8 598	64	–	–
17. UN-Women	256	255	164	2	31	5	–	–
18. Economic and social development in Africa	240	59	64	92	3 689	39	29	32
19. Economic and social development in Asia and the Pacific	89	–	–	20	4 222	67	–	–
20. Economic development in Europe	234	68	110	138	8 635	13	–	–
21. Economic and social development in Latin America and the Caribbean	165	96	610	67	3 934	30	–	–
22. Economic and social development in Western Asia	89	32	37	20	545	38	–	–
24. Human rights	381	96	108	133	4 098	23	38	103
25. International protection, durable solutions and assistance to refugees	36	4	10	18	9 157	14	–	–
26. Palestine refugees	30	–	–	–	–	19	–	–
27. Humanitarian assistance	48	29	8	37	2 595	5	–	–
28. Public information	15	16	8	496	4 463	–	–	–
29A. Office of the Under-Secretary-General for Management	66	–	–	66	1 191	–	–	–
29B. Office of Programme Planning, Budget and Accounts	32	2	–	29	5 313	–	–	–
29D. Office of Central Support Services	50	–	–	55	5 604	–	–	–

			Advisory services		*Training*			*Fellowships and grants*	
Budget section		*Total outputs*	*Number of services*	*Number of missions*	*Number of courses*	*Number of participants*	*Projects implemented*	*Number awarded*	*Number of recipients*
29.F	Administration, Vienna	1	–	–	1	13	–	–	–
35	Safety and security	310	–	–	1 314	202 952	–	–	–
	Subtotal (missions, participants, and recipients)			**4 523**		**1 229 259**			**281**
	Total	**7 720**	**3 753**		**4 242**		**1 054**	**129**	

83. In addition, 1,738 outputs were delivered under the conference services, administration and oversight category, which includes services and outputs related to overall administration and management, central support services and planning, budgeting and accounts.

G. Resource utilization

84. Since it was not possible to incorporate financial performance information into the programme performance report, a proxy measure for resource utilization — work-months of staff in the Professional category — was used to provide an estimate of resources utilized during the biennium to deliver the outputs and achieve the expected results. Work-months of staff in the Professional category are deemed to be a reasonably meaningful indicator because they are one of the main components of resource use.

85. A total of 142,502 work-months (including consultant work-months) were utilized by the Organization to deliver the 2012-2013 outputs and achieve the envisaged results. Of that total, 88,080 work-months (62 per cent) were funded through the regular budget, while 54,421 work-months (38 per cent) were financed with extrabudgetary resources. Of the regular budget work-months, 97 per cent were attributed to staff in the Professional category and 3 per cent to consultants. In the case of extrabudgetary resources, 86 per cent were used for staff in the Professional category and 14 per cent for consultants. Altogether, staff in the Professional category accounted for 93 per cent of the total work-months and consultants for only 7 per cent. The use of consultant work-months was the same as in the previous biennium.

86. Table 7 presents the total number of work-months utilized, by budget section, along with the percentage of work-months utilized to produce quantifiable outputs.

Table 7
Work-months

Section		Regular		Extrabudgetary		Grand total	Q[a]
		Professional	Consultant	Professional	Consultant		
2.	General Assembly and Economic and Social Council affairs and conference management	25 808	17	564	164	26 554	3
3.	Political affairs	3 848	48	683	22	4 602	91
4.	Disarmament	341	3	162	17	523	91
5.	Peacekeeping operations	733	9	7 766	33	8 541	75
6.	Peaceful uses of outer space	430	–	125	–	554	63
8.	Legal affairs	1 801	4	608	12	2 424	58
9.	Economic and social affairs	5 692	253	256	130	6 330	87
10.	Least developed countries, landlocked developing countries and small island developing States	219	50	13	6	287	99
11.	United Nations support for the New Partnership for Africa's Development	390	7	–	–	397	100
12.	Trade and development	3 734	124	1 064	494	5 416	59
13.	International Trade Centre	1 194	–	1 181	1 246	3 621	32
14.	Environment	464	22	1 267	993	2 747	57
15.	Human settlements	779	144	1 214	703	2 839	55
16.	International drug control, crime and terrorism prevention and criminal justice	2 035	41	1 887	238	4 201	61
17.	UN-Women	143	–	342	1	486	69
18.	Economic and social development in Africa	1 697	90	103	276	2 166	78
19.	Economic and social development in Asia and the Pacific	1 969	114	356	448	2 888	54
20.	Economic development in Europe	2 350	77	467	310	3 203	82
21.	Economic and social development in Latin America and the Caribbean	2 899	238	199	1 021	4 356	63
22.	Economic and social development in Western Asia	1 047	142	19	32	1 241	77
24.	Human rights	2 694	–	1 621	–	4 315	90
25.	International protection, durable solutions and assistance to refugees	2 883	63	15 770	806	19 522	8
26.	Palestine refugees[b]	3 192	–	2 352	–	5 544	–
27.	Humanitarian assistance	289	9	1 116	151	1 565	89
28.	Public information	8 550	62	128	12	8 751	96
29A.	Office of the Under-Secretary-General for Management	373	–	1 052	–	1 425	9
29B.	Office of Programme Planning, Budget and Accounts	683	–	2 036	–	2 719	28

Section	Regular		Extrabudgetary		Grand total	Q[a]
	Professional	Consultant	Professional	Consultant		
29C. Office of Human Resources Management	1 375	531	466	69	2 441	11
29D. Office of Central Support Services	870	4	1 343	48	2 264	–
29E. Administration, Geneva	1 582	1	767	9	2 359	7
29F. Administration, Vienna	480	–	240	–	720	–
29G. Administration, Nairobi	907	–	145	–	1 051	–
30. Office of Information and Communications Technology	1 202	532	52	193	1 979	–
31. Internal oversight	845	114	1 531	12	2 501	5
35. Safety and security	1 883	5	85	–	1 972	18
Total	**85 380**	**2 700**	**46 976**	**7 445**	**142 502**	**40**

[a] Q represents the percentage of work-months devoted to quantifiable outputs.

[b] Palestine refugees (section 26) uses 30,000 local area staff (i.e. doctors, nurses, teachers, relief workers, etc.) paid from voluntary contributions who are considered neither Professional staff nor consultants, which is why their work-months are not accounted for in the calculations presented in tables 7 and 8.

87. Of the total number of work-months (142,502), 13 per cent (18,807 work-months) were utilized in the servicing of intergovernmental and expert bodies and 27 per cent (37,939 work-months) were used to complete substantive activities. A total of 40 per cent of work-months were devoted to the production of quantifiable outputs (quantifiable outputs are listed under the first two major output categories (six subcategories) in table 8 below). Furthermore, 60 per cent of the total work-months were used in the delivery of the technical cooperation outputs and conference services. Table 8 provides the distribution of work-months, by major category of activity, for the biennium 2012-2013.

Table 8

Distribution of work-months of staff in the Professional category utilized, by category of outputs

Output category	Regular budget	Percentage	Extrabudgetary	Percentage	Grand total	Percentage
Servicing of intergovernmental and expert bodies	**14 624**	**17**	**4 183**	**8**	**18 807**	**13**
Substantive servicing of meetings	6 238	7	1 553	3	7 790	5
Parliamentary documentation	6 008	7	2 105	4	8 113	6
Expert groups, rapporteurs, depository services	2 378	3	526	0	2 904	2
Other substantive activities	**24 924**	**28**	**13 014**	**24**	**37 939**	**27**
Recurrent publications	4 249	5	684	1	4 934	3
Non-recurrent publications	2 806	3	1 699	3	4 506	3
Other substantive activities	17 869	20	10 631	20	28 499	20

Output category	*Regular budget*	*Percentage*	*Extrabudgetary*	*Percentage*	*Grand total*	*Percentage*
Technical cooperation	**12 282**	**14**	**27 043**	**50**	**39 325**	**28**
Advisory services	2 439	3	2 207	4	4 646	3
Training courses, seminars and workshops	2 714	3	3 715	7	6 428	5
Fellowships and grants	45	0	43	0	87	0
Field projects	7 084	8	21 079	39	28 164	20
Conference services, administration, oversight	**36 250**	**41**	**10 181**	**19**	**46 431**	33
Conference services, administration, oversight	36 250	41	10 181	19	46 431	33
Total	**88 080**	**100**	**54 421**	**100**	**142 502**	**100**

H. Gender mainstreaming

88. As in the previous biennium, the programme budget for 2012-2013 was prepared bearing in mind the objective of making certain that awareness of gender perspectives is translated into actual activities to be implemented at the operational level (see General Assembly resolution 56/132). Consequently, programme managers were to give visible attention to gender dimensions in the formulation of expected accomplishments and indicators of achievement as part of their work programmes.

89. UN-Women worked with and through the Inter-Agency Network on Women and Gender Equality to promote system-wide gender mainstreaming. UN-Women contributed significantly to supporting the Economic and Social Council in promoting and monitoring the progress of work on gender mainstreaming throughout the United Nations system by preparing annual resolutions on the topic and contributing to the preparation of the quadrennial comprehensive policy review, annual ministerial reviews and development cooperation forums.

90. An international expert group of gender specialists of the United Nations system came together to discuss gender mainstreaming in development programming at a meeting organized by UN-Women. The meeting resulted in the issuance of a global issues brief directed at Member States and entities of the United Nations system aimed at strengthening linkages between normative and operational aspects of gender mainstreaming.

91. As mentioned in paragraph 24 above, the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women was adopted at a meeting of the United Nations System Chief Executives Board for Coordination in April 2012. The Action Plan is to be implemented throughout the United Nations system. For the first time, the Organization will have a set of common indicators to measure progress in its gender-related work, including in mainstreaming the gender perspective into all its operations. UN-Women led the reporting process pertaining to the Action Plan and used information contained in reports submitted by 55 entities of the United Nations to create the first systematic baseline of data on the Organization's work on gender equality and the empowerment of women.

UN-Women also prepared guidance for developing gender equality policies that are in line with the Action Plan, anticipating that most United Nations entities would have developed such policies by 2017.

92. At the country level, UN-Women supported the work of national partners and United Nations country teams through the provision of technical expertise, including on gender mainstreaming, in approximately 80 countries. UN-Women supported efforts to increase women's leadership and participation in decision-making, to increase the economic empowerment of women, to prevent violence against women and girls, to increase women's leadership in peace, security and humanitarian responses and to support national planning and budgeting processes with a view to promoting stronger institutional accountability with regard to gender equality commitments.

93. A total of 4,459 training courses, seminars and workshops were conducted by the Secretariat, in which 43 per cent of participants were women. This figure represents an increase in female participation of seven percentage points over the previous biennium, when 36 per cent of participants were women. Table 9 below provides the total number of female and male beneficiaries of training courses, seminars, workshops and fellowships, as well as the percentages of women benefiting from them, by budget section.

Table 9

Male and female beneficiaries of training courses, seminars, workshops and fellowships

Budget section		*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
			Total female	*Total male*	
3.	Political affairs	23	76	298	20
4.	Disarmament	64	1 187	3 009	28
5.	Peacekeeping operations	3	225	997	18
6.	Peaceful uses of outer space	28	356	1 508	19
8.	Legal affairs	26	467	728	39
9.	Economic and social affairs	71	1 114	1 977	36
11.	United Nations support for the New Partnership for Africa's Development	20	492	1 623	23
12.	Trade and development	480	8 434	13 989	38
13.	International Trade Centre	724	9 983	13 898	42
14.	Environment	57	401 288	502 400	44
15.	Human settlements	146	3 751	6 035	38
16.	International drug control, crime and terrorism prevention and criminal justice	271	1 830	6 768	21
17.	UN-Women	2	30	1	97
18.	Economic and social development in Africa	92	966	2 755	26
19.	Economic and social development in Asia and the Pacific	20	1 249	2 973	30
20.	Economic development in Europe	151	3 263	5 958	35

Budget section		*Training courses, seminars and workshops*	*Total participants*		*Percentage female*
			Total female	*Total male*	
21.	Economic and social development in Latin America and the Caribbean	67	1 834	2 100	47
22.	Economic and social development in Western Asia	20	236	309	43
24.	Human rights	162	2 725	3 048	47
25.	International protection, durable solutions and assistance to refugees	34	4 308	6 847	39
27.	Humanitarian assistance	37	303	2 292	12
28.	Public information	496	2 239	2 224	50
29A.	Office of the Under-Secretary-General for Management	66	494	697	41
29B.	Office of Programme Planning, Budget and Accounts	29	4 340	973	82
29D.	Office of Central Support Services	55	1 439	4 165	26
29F.	Administration, Vienna	1	7	6	54
35.	Safety and security	1 314	82 932	120 020	41
	Total	**4 459**	**535 568**	**707 598**	**43**

I. Final statement on the delivery of outputs and resource utilization

94. Programmes achieved an implementation rate of 91 per cent for mandated outputs (I_M) in 2012-2013, which is one percentage point higher than the rate achieved in 2010-2011. The total implementation rate (I_T) increased to 92 per cent from 90 per cent in the previous biennium. Those outputs were delivered using a total of 142,502 work-months (including consultant work-months), of which 62 per cent were financed through the regular budget and 38 per cent through extrabudgetary resources.

IV. Programme performance by section of the programme budget

Section 2
General Assembly and Economic and Social Council affairs and conference management

Highlights of programme results

The Department for General Assembly and Conference Management continued to focus on the full implementation of its mandates in the four headquarters locations and on fostering closer integration between them. The goal has been to ensure the highest quality, timeliness and cost-effectiveness of conference services, particularly through improved global workload forecasting and planning, workload-sharing, optimized workflows, the introduction of sustainable practices in conference servicing (including paper-smart services), the proactive management of publications and the contracting out of an increased share of the translation work.

The Department continued to facilitate the efficient and effective servicing of the intergovernmental bodies by leveraging technology to achieve efficiency and quality gains, as well as to improve environmental sustainability and accessibility. Paper-smart services were provided at over 800 meetings, including the United Nations Conference on Sustainable Development and the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, thereby saving at least 11 million sheets of paper, or 1,400 trees. Print output in New York alone has dropped by nearly 92 per cent since 2003, from over 480 million page impressions per year to an estimated 44 million.

The above-mentioned strategic approaches contributed to the full delivery of mandated outputs despite decreased resources.

Challenges and lessons learned

Despite positive developments in the delivery of mandated services at the four duty stations, insufficient pools of qualified language professionals available for contractual work and, in some cases, the inadequate availability of technology for all languages have limited the potential benefits of integrated global conference management.

Resource constraints affected the ability of the Department to accommodate ad hoc requests, for example for meetings with interpretation on an if available basis, or to process documents that had not been forecast. Non-compliance by the authors of parliamentary documentation with established word limits also put a strain on the Department's resources. Lack of compliance by author departments with submission slotting dates, leading to a short turnaround time, and with editorial standards for submitted manuscripts remained a challenge. Priority was given to clearly mandated services, especially in the area of publications.

Output implementation rate

95. The above-cited results are based on the implementation of 89 per cent of 2,083 mandated, quantifiable outputs.

96. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 2)).

Executive direction and management

(a) Programme of work is effectively managed

97. During the biennium 2012-2013, the Department implemented 89 per cent of the 2,083 mandated, quantifiable outputs, utilizing its own tools for documents and meetings management. A fourfold increase was recorded in translation workload-sharing across duty stations. An increased number of requests for interpretation services for meetings of bodies entitled to meet "as required" were accommodated. An 18-month examination schedule was introduced to meet the staffing and succession planning needs in the language services. In total, 110 former interns and trainees passed a freelance test and are now eligible for temporary recruitment.

(b) Increased timeliness of submission of documentation

98. The Department used "timeliness of submission of documents" as an indicator to report on the compliance rate of author departments and monitored performance against it in all duty stations under subprogramme 2 using a slotting system. While challenges persisted, the Department continued to strengthen its collaboration with author departments, resulting in improved compliance in respect of the timeliness of submissions for the biennium. Every effort was made to ensure that external factors such as late document submission from author departments did not affect the timely issuance of documents for intergovernmental meetings.

Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs

(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings

99. The General Assembly and Economic and Social Council Affairs Division continued to maintain and improve web portals for the First, Second, Third and Fourth Committees. The posting of information on draft resolutions and a schedule of meetings on the website of the General Assembly and the creation of an eRoom to upload draft documents for Member States provided alternative ways of reaching out to clients and the general public.

100. The Division provided enhanced substantive and technical secretariat support to the Member States and other participants at mandated meetings by offering timely and procedurally correct advice. It continued to phase out fax communications and expanded the use of electronic means of communication with Member States. All documentation submitted by the Division is now processed only in electronic format.

(b) Improved timely preparation and submission of final reports for intergovernmental meetings serviced by the Department for General Assembly and Conference Management

101. The Division maintained 99 per cent compliance with the timely preparation and submission of final reports for intergovernmental meetings serviced by the Department.

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

102. The Department continued to encourage Member States and observers to provide feedback on the quality of conference services and submit written comments and complaints to the Department through global surveys, informational meetings and a suggestion box. Three complaints were received from respondents to surveys carried out in 2012 and one complaint was registered in 2013, all of which are being addressed by the Department.

(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

103. The Department achieved a capacity utilization rate of 100 per cent for translation services (1,386 translated words per person per day) and of 91.4 per cent for interpretation services (an average of 6.4 interpretation assignments per person per week) for all languages. The trend in 2012 shows less of a fluctuation in terms of workload statistics than in previous years. During week 33, in August, usually a slow month, the number of interpretation assignments per week increased to 4.89 (70 per cent utilization rate) in 2012, compared with 3.22 (46 per cent utilization rate) and 3.93 (56 per cent utilization rate) assignments per week in August 2011 and 2010, respectively.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

104. The Department made improvements in reducing the gap between the number of meetings held and the number of meetings planned and achieved a utilization rate of 99 per cent for meetings with interpretation and of 100 per cent for meetings without interpretation. The improvements were mainly attributed to continued strong coordination among planning officers, programme teams and technical secretariats to determine accurate conference service requirements and to an increase in the volume of meetings requested by the "as required" bodies and regional groups and other major groupings of Member States requiring interpretation services.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies

105. The Department nearly met the target of 100 per cent compliance in the area of timely document submission and adherence to page limitations. Forty-five documents still missed the issuance deadlines, mainly owing to inadequate processing capacity during peak periods.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

106. The Department continued to strive to satisfy requests for interpretation services for meetings of regional and other major groupings of Member States. The percentage of meetings with interpretation services stood at 95 per cent in 2012-2013, compared with 94 per cent in 2010-2011. All meetings of the same groupings that did not request interpretation services continued to receive adequate conference facilities (100 per cent rate).

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

107. During the reporting period, 18 informational meetings were held with delegations to discuss traditional and innovative ways of maintaining and enhancing the quality of language services. Such a forum provided an opportunity for the Department to explain to its clients the challenges and dependencies it faces in providing high-quality language services in a timely, cost-effective and efficient manner. Member States expressed general satisfaction with the language and conference services received. They also suggested closer coordination between missions and relevant language services on issues of terminology to improve quality further.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

108. Full editing and translation capacity was utilized for the delivery of core outputs during the reporting period. A total of 212,415,890 words were translated, of which 27.3 per cent were translated by contractors. An adequate quality of the work done by contractors was maintained by individual services. The terminology database continued to be improved and developed.

(c) Timely submission of the documentation needed for meetings

109. Despite limited capacity and competing processing priorities during the peak seasons, the Department made diligent efforts to improve compliance in terms of the timely submission of documents. As a result, compared with the previous biennium,

in 2012-2013 more documents were made available at least six weeks before the beginning of meetings.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

110. Continuous dialogue with Member States on the quality and timeliness of translated documents proved to be an effective way to assess areas for improvement. Member States expressed near unanimous satisfaction with the performance of translation and related services during both informational meetings held during the biennium and in the annual client satisfaction survey. Occasional translation errors were discussed with the respective units and additional quality control measures were taken.

Subprogramme 4
Meetings and publishing services

(a) High-quality interpretation, verbatim reporting, text-processing and publishing services

111. The Department encouraged Member States and observers to provide feedback on the quality of interpretation, verbatim reporting and publishing services. Three complaints were received from respondents to the global survey conducted by the Department. To provide equal treatment to all United Nations languages and also address the feedback provided by Member States, a language-neutral landing page was designed to access the paper-smart portal.

(b) Increased cost-effectiveness of interpretation, verbatim reporting, text-processing and publishing services

112. The Interpretation Service achieved a utilization rate of 99 per cent. The Verbatim Reporting Service achieved efficiency gains in 2013 by reaching close to eight standard pages per day, on average, per verbatim reporter. The achievement was attributed to a new workflow system, WoodWing, which automated the workflow management and work-sharing processes. The Desktop Publishing Group was established, contributing to the timely production of verbatim records of the General Assembly and the Security Council in the six official languages. The Publishing Section produced significantly fewer hard copies (100 million page impressions) during the reporting period compared with 600 million in 2008-2009. The paper-smart business model launched at Headquarters was applied to the servicing of nearly 800 official United Nations meetings, including the main part of the sixty-eighth session of the General Assembly, during which users from 181 capitals accessed the portal.

Conference management, Geneva

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

113. The Division continued to successfully improve the quality of the conference services it provides. Analysis of the two official global surveys conducted during the biennium showed that overall clients were satisfied with the quality of the services

provided by the Division of Conference Management at the United Nations Office at Geneva. Over 98 per cent of respondents rated the services positively and only one complaint was registered during the biennium. The Division also administered 12 internal, meeting-specific surveys and received 248 responses, 213 (86 per cent) of which indicated satisfaction with the services provided.

(b) *More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided*

114. The Division achieved full productivity in interpretation, fully servicing all meetings entitled to and requesting interpretation, while the capacity utilization rate stood at 81.4 per cent. Cancelled meetings on the part of mandated bodies and programme changes involving a mandated body not meeting as often as scheduled had a detrimental effect on the capacity utilization rate, given that interpretation work cannot be stored for later use. The translation services, meanwhile, produced on average above-standard daily norms and exceeded 100 per cent capacity utilization. At the end of the biennium, the rate of capacity utilization for the translation services was 111.5 per cent.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements*

115. During the biennium, the Division made great strides in increasing the utilization of meetings services by servicing over 95.4 per cent of meetings planned with interpretation and over 167 per cent of meetings planned without interpretation. These numbers are the fruits of successful continued coordination between the Meetings Management Section and the secretariats to address and service the expanding needs for meetings services, both with and without interpretation.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies*

116. The Division continued to actively encourage clients to improve their rate of compliance with submission deadlines, as well as to improve, to the extent possible, the timely processing and issuance of documents to Member States, in accordance with the six-week rule (unless otherwise decided by the relevant decision-making bodies). Of 3,183 pre-session documents submitted to the Division, however, only 1,174 (36.9 per cent) met all the requirements. Nevertheless, all slotted documents submitted in a timely manner were issued before the start of the meeting. Despite improvements in terms of compliance with submission guidelines through proactive documents management, the rate of compliance for the issuance of documents consistently followed the same trend as for the processing of documents. The Division finds itself in the predicament of not being able to commit to timely processing because it lacks sufficient permanent capacity. Future improvements in the timely issuance of documents are dependent on resolving the significant challenges stemming from the increased documentation workload, a scarcity of resources and last-minute requests by author departments.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

117. The Division continued to provide sufficient conference services as requested by regional and other major groupings of Member States. During the biennium, there were 153 requests for meetings, of which 128 (83.7 per cent) were granted with the requested conference facilities. Another 22 requests were received for meetings with interpretation that were eventually held without interpretation.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

118. During the biennium, the Division continued to successfully provide high-quality documentation services. An analysis of the two official global surveys conducted during the biennium showed that 97.4 per cent of respondents were satisfied with the overall quality of the referencing, editing and translation of parliamentary documentation and other written materials at the United Nations Office at Geneva. There were five "poor" responses received, out of 195 responses. The Division also administered 12 internal surveys, which elicited 260 responses. Of those responses, 241 (93 per cent) indicated satisfaction with the services provided and the overall linguistic quality of conference documentation.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

119. The Division utilized the full editing and translation capacity available for delivering its core outputs during the reporting period. In its efforts to improve cost-effectiveness, particularly in the area of translation, the Division made use of both contractors and off-site translators where the specifics of the work permitted. In choosing a certain translation mode for a document, the Division aimed to balance cost, timeliness and quality. During the biennium, the proportion of translation work done by contractors stood at 21.3 per cent.

(c) Timely submission of the documentation needed for meetings

120. During the biennium, the overall rate of compliance with submission deadlines (i.e. 8 or 10 weeks before consideration or, exceptionally, in accordance with negotiated late-slotting parameters) stood at 86 per cent. That was a direct result of a proactive approach to documents management and planning efforts made by the Planning Subunit through the forecasting and slotting processes. In addition, by closely monitoring and following up on forthcoming submission dates, the Division continued to emphasize to substantive secretariats the need to monitor internal deadlines, thereby contributing to improvements in the submission compliance rate. All slotted documents submitted in a timely manner were issued before the start of the meeting.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

121. The Division engaged in an ongoing dialogue with Member States on the quality and timeliness of translated documents; there was unanimous client satisfaction with performance. No complaints were received during the biennium in relation to the quality and timeliness of translated documents.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, text-processing and publishing services

122. The Division continued to provide high-quality interpretation, text-processing and publishing services. An analysis of the two official global surveys conducted during the biennium showed 100 per cent satisfaction with the quality of interpretation and publishing services. The Division also administered 12 internal surveys, which elicited 251 responses (98 per cent) indicating support for the statement that the interpretation services at the conference they attended were useful.

(b) Increased cost-effectiveness of interpretation, text-processing and publishing services

123. During the biennium, the Division continued to provide cost-effective interpretation, text-processing and publishing services. As a result, full productivity in interpretation and full capacity utilization in text-processing and publishing services were achieved. While full productivity in interpretation, with all meetings serviced, was achieved, only 81.4 per cent capacity was utilized owing to meeting cancellations. The proportion of documents printed on demand reached 36.6 per cent. During the biennium and, in particular, during 2013, the Publishing Service produced significantly fewer hard-copy documents as part of a commitment by the United Nations Office at Geneva to reduce the consumption of paper and promote the delivery of documents by digital means.

Conference management, Vienna

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

124. The Conference Management Service of the United Nations Office at Vienna continued to receive positive feedback from clients through online Department-wide client surveys and questionnaires distributed at the end of major sessions of the Vienna-based bodies. No complaints were submitted by Member States on the quality of conference services.

(b) More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided

125. All meetings requiring interpretation were serviced and an interpretation capacity utilization rate of 88 per cent was achieved. In respect of translation

services, a 100 per cent capacity utilization rate was achieved. Global management tools were being developed in order to optimize workload- and capacity-sharing throughout the year.

(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements

126. During the biennium, high-level meetings services continued to be provided to meet the requirements of major conferences, working groups, regional group meetings and intersessional meetings. A total of 1,319 meetings with interpretation were held, compared with 1,309 in 2010-2011, and 6,284 meetings without interpretation were held in 2012-2013, compared with 5,233 in 2010-2011.

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies

127. The slotting system was widely used in the course of the biennium. Owing to the frequency and schedule of meetings, it was not always possible for the secretariats of the intergovernmental bodies meeting in Vienna to comply with a slotting date 10 weeks before the start of a session. Alternative processing frameworks were set up in close cooperation with documentation focal points. The rate of compliance with the document submission requirements was 77 per cent, a result that continued to be affected by dependencies outside, or not entirely within, the control of the Conference Management Service.

(e) Provision of conference services that are requested by regional and other major groupings of Member States

128. All requests for rooms, support staff and technical equipment were accommodated. In the light of the specific situation in Vienna, where there is only one enlarged team of interpreters whose capacity is utilized for intergovernmental and expert meetings, no interpretation was provided for meetings of regional and other major groupings of Member States.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

129. The Vienna terminology database was constantly being expanded in order to improve the consistency and quality of edited and translated documents. The full-scale use of e-referencing further contributed to that goal.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

130. Progress was made in decreasing the percentage of non-local freelance recruitment in translation to zero compared with 5 per cent in 2010-2011, as well as in increasing the proportion of translations done by contractors from the target of 32.5 per cent to 41.5 per cent. With the increased volume of contractual translation, the workload on in-house capacity to ensure quality control for outsourced jobs increased further.

(c) Timely submission of the documentation needed for meetings

131. Through close cooperation with submitting offices, ways to improve the timely submission of pre-session documents by author departments were identified. During the biennium, 77 per cent of the documents, an increase from 43 per cent in the previous biennium, were issued six weeks before the meeting or according to agreed time frames.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

132. The quality and timeliness of translated documents was monitored on a regular basis. Meeting participants surveyed by the United Nations Office at Vienna reported no complaints with the services provided by the Conference Management Services.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, text-processing and publishing services

133. Surveys carried out at the end of each major session of the Vienna-based bodies showed that clients were satisfied with the interpretation and support services provided.

(b) Increased cost-effectiveness of interpretation, text-processing and publishing services

134. The Office continued to provide interpretation, text-processing and publishing services. During the reporting period, the overall utilization rate for interpretation services was 88 per cent. All printing at the United Nations Office at Vienna was digital; where appropriate, alternate means of distribution were used, including USB sticks, CD-ROMs and websites. The Office achieved the target of printing 100 per cent of its products on demand.

Conference management, Nairobi

Subprogramme 2
Planning and coordination of conference services

(a) Improved quality of conference services

135. The United Nations Office at Nairobi continued to receive positive feedback from clients through its client surveys, with the majority of respondents expressing general satisfaction with the quality of the conference services provided. Of the

respondents, 3 per cent complained about the quality of the services, in particular with regard to the distribution of documents in paper-smart meetings.

(b) *More efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided*

136. The Office received a level of requests for meeting services during the biennium 2012-2013 that was comparable to the previous biennium, a fact that may be attributed to continuing client confidence in the Division of Conference Services. The overall number of meetings in 2012 decreased compared with 2011 owing to the renovation of the major conference areas. After the renovations were completed early in 2013, the number of meetings returned to pre-2012 levels, continuing the trend of the past few years. In 2013, the Division successfully serviced and managed the first universal session of the Governing Council of UNEP.

(c) *Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements*

137. Taking into account the closure of conference rooms for renovation, the Division serviced 63 per cent of meetings with interpretation and 103 per cent of meetings without interpretation, thereby reaching its planned target. Given the improved conference facilities available, it is expected that the Division will continue to receive more requests to service meetings.

(d) *Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies*

138. The Division continued to work closely with substantive offices to make improvements in respect of the timely submission of documents to Member States. As a result, this figure did improve, from 1.5 per cent in the biennium 2010-2011 to 17 per cent in the biennium 2012-2013. All documents submitted within the 10-week rule and within the page limit were processed on time. The Office continued to hold information meetings with its clients to assist them with their planning and forecasting efforts and, therefore, to help them comply with the mandated timelines for the submission of documents.

(e) *Provision of conference services that are requested by regional and other major groupings of Member States*

139. Conference and interpretation services were provided in all six meetings requested by regional and other major groupings of Member States. During the biennium, 774 requests for meetings without interpretation were received and granted.

Subprogramme 3
Documentation services

(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language

140. The United Nations Office at Nairobi continued to enhance the quality of translation and editing through a more efficient utilization of computer-assisted translation tools and an increased utilization of contractual translators. Surveys conducted by the Conference Management Service and direct consultations with representatives of Member States indicate that clients were satisfied with the quality of services received, including report writing, editing and translation.

(b) Improved cost-effectiveness of editing and translation services without adversely affecting their quality

141. The Office recruited six persons, against posts that had been upgraded, to perform revision functions in each language unit. This should provide the capacity needed to control the quality of the translations done by contractors. The volume of documents processed contractually reached 56 per cent during the biennium. All core outputs were delivered by the translation and editorial services.

(c) Timely submission of the documentation needed for meetings

142. The Office successfully delivered on time all documents that were submitted within the mandated time frames and prescribed page limits.

(d) Quality and timely translation of all documents necessary for the deliberations of intergovernmental bodies

143. The Division received no complaints relating to the quality and timeliness of translated documents.

Subprogramme 4
Meeting and publishing services

(a) High-quality interpretation, text-processing and publishing services

144. The Office continued to hold information sessions with its major clients (UNEP and UN-Habitat). A majority of respondents surveyed in 2012 and 2013 indicated satisfaction with the quality of services provided. Where complaints were made, the Division took steps to address them.

(b) Increased cost-effectiveness of interpretation, text-processing and publishing services

145. The Office continued to provide interpretation, text-processing and publishing services. Nearly all the capacity in the interpretation and publishing services was utilized. The result achieved in interpretation services was attributed to an increase in workload-sharing with other departmental duty stations. The Office continued to fill vacancies in interpretation to improve capacity utilization and provide further training. The proportion of products printed on demand reached 70 per cent. All

official documents were made available in electronic format on the Official Document System of the United Nations.

Section 3
Political affairs

Highlights of programme results

The Department of Political Affairs continued its conflict prevention activities and provided political advice and guidance to representatives and envoys of the Secretary-General, the resident coordinators, United Nations country teams and regional offices. Nearly 40 conflict situations were addressed during the biennium 2012-2013, including crises in the Middle East, Asia and Africa. Cooperation on conflict prevention was broadened with regional organizations and with United Nations agencies. In addition, regional divisions provided direct support to a number of peace processes and deployed peace and development advisers in priority areas. The Department continued to support a growing number of special political missions (34 as at the end of 2013). During the biennium, the Department provided electoral assistance in 59 situations. The Department continued to act proactively to facilitate the demanding activities of the work of the Security Council and its subsidiary organs and facilitated sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society, on all aspects of the question of Palestine. The Decolonization Unit supported the work of the Special Committee, the Fourth Committee, the General Assembly and the Economic and Social Council.

Challenges and lessons learned

Growing demands in the biennium put an additional strain on the programme budget. While there was still insufficient regular budget funding for required official travel by staff, insufficient project funds prevented staff from engaging more actively in operational work in the field. In addition, support to and backstopping of field-based special political missions continued to be based on limited resources and on ad hoc solutions given the absence of conclusive action by the General Assembly on the Secretary-General's report on the subject (A/66/340). Among the important lessons learned was the need to promote further communication and integration among various divisions of the Department and the need to communicate more with clients.

Output implementation rate

146. The above-cited results are based on the implementation of 89 per cent of 1,226 mandated, quantifiable outputs.

147. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 3) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed within available human and financial resources

148. Timely delivery of outputs and services to all clients continued throughout the biennium. The Department delivered 98 per cent of all requested materials and services on or before the deadline and submitted the remaining 2 per cent shortly after the deadline. Efficient and effective utilization of resources was achieved as the Department continues to have a high rate of budget implementation (close to 100 per cent).

(b) Effective substantive support, management and administration of special political missions, field offices and high-level envoys where the Department of Political Affairs is in the lead

149. The Department continued to use core-strengthening posts and extrabudgetary funds to cover backstopping costs in 2012-2013. Integrated task forces for nine special political missions were led by the Department in order to improve coordination within the United Nations system in support of such missions. A delegation-of-authority policy to support 18 special political missions was promulgated, thereby clarifying the lines of accountability and responsibility between the Department of Field Support and the Department of Political Affairs in that regard.

(c) Increased timeliness of submission of documentation

150. Compliance with deadlines for the submission of documents improved consistently throughout the biennium owing to enhanced coordination within the Department and between the Department and the Department for General Assembly and Conference Management. A flow chart of a model timeline for the preparation of reports, consistent with the 10-4-6-week slotting rule that the Department adheres to, brought positive results. In addition, the Department prepared reports that were more precise and brief and reduced the number of requests for waivers for documents exceeding the word count.

Subprogramme 1
Prevention, management and resolution of conflicts

(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations

151. The regional divisions and the Policy and Mediation Division of the Department continued to provide direct support to a number of peace processes and backstopped special envoys, resident coordinators, country teams and regional offices in priority areas. The Department addressed all requests for assistance in a manner commensurate with available resources, taking into account the continued demands resulting from the ongoing transitions in the Middle East and North Africa. The use of good offices was made in particular in Asia and Africa, and in Cyprus.

(b) Maintenance of the peace processes on track

152. Cooperation with regional organizations and other United Nations counterparts, in particular the European Union and the African Union, was improved and strengthened. The Department addressed new and ongoing conflict situations and conducted preventive diplomacy activities and analysis in 40 countries.

Subprogramme 2
Electoral assistance

(a) Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes

153. The number of Member States receiving electoral assistance increased to 59 during the reporting period, from 57 during the previous biennium. A number of reports by national and international observer organizations reported on the successful conduct and improved quality of elections to which the United Nations provided support and assistance, including with respect to acceptance of the results. The Department initiated new partnership activities with regional organizations by providing them with electoral capacity-building support. Efforts were made to develop a more coherent, consistent and cost-effective approach to United Nations electoral assistance through the development of system-wide internal policies and operational frameworks.

Subprogramme 3
Security Council affairs

(a) Meetings conducted in a timely and procedurally correct manner

154. The Security Council Affairs Division continued to facilitate, through the provision of procedural, technical, analytical and substantive support, the increasingly demanding activities of the work of the Security Council and its subsidiary organs. During the biennium, the Division serviced 392 meetings of the Security Council, 237 informal consultations and 243 meetings of subsidiary bodies and facilitated the adoption of 151 decisions of the Council. The Division received positive written evaluations and reports from the subsidiary bodies and members of the Council, acknowledging satisfaction with the support provided. Surveys conducted during the biennium indicated that 99 per cent of respondents rated the services provided by the Division as excellent or good in terms of the scheduling and servicing of meetings, the provision of procedural advice and research, communications, support to the Office of the President of the Security Council, support to the Chairs of subsidiary organs and out-of-hours procedures for the preparation of documentation and emergency meetings.

(b) Improved access to information relating to the work of the Security Council and its subsidiary organs

155. With the technical assistance of the Department of Public Information, the Division launched a redesigned and enhanced Security Council website (www.un.org/en/sc/), available in the six official languages and accessible to persons with disabilities. The website redesign resulted in an increase in the number of page views, exceeding the target for the biennium by 40 per cent. Greater use was

made of videoconferencing facilities, resulting in cost and time savings for special representatives of the Secretary-General in the field. Substantial progress was made during the biennium on the preparation and completion of supplements to the *Repertoire of the Practice of the Security Council*. The total number of pages of the *Repertoire* viewed during the biennium exceeded the target by 10 per cent.

(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented

156. During the biennium, the Division facilitated five missions of the Security Council, to Haiti, West Africa (Liberia, Côte d'Ivoire and Sierra Leone), Timor-Leste, Yemen and East Africa (Democratic Republic of the Congo, Rwanda, Uganda and Ethiopia). It also facilitated two missions of subsidiary bodies of the Council, to Liberia and France. A "mini-mission" to Afghanistan planned for October 2012 was cancelled, on the advice of the Department of Safety and Security, owing to security concerns. In a survey by Chairs of sanctions committees, the ability of the Secretariat to propose well-qualified experts in a timely manner was rated at 95 per cent in 2012 and at 100 per cent in 2013.

Subprogramme 4
Decolonization

The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories

157. The Decolonization Unit carried out its work under the purview of the Special Committee on Decolonization. It provided substantive support to the Special Committee and other intergovernmental bodies, including by preparing 16 annual working papers on the Non-Self-Governing Territories and other parliamentary documentation, all of which were submitted by the deadlines, and a bureau meeting with the Secretary-General in November 2013. The Unit facilitated communication with administering powers in the context of the activities of the Special Committee, such as the substantive meetings in June 2012 and 2013 and bureau meetings with each administering power in December 2013. Of the four administering powers, two attended the annual regional seminar in 2012 and three did so in 2013; one participated in the annual substantive sessions of the Special Committee in June. Of the working papers of the Secretariat, 100 per cent were prepared with the involvement of the four administering powers (see A/67/71 and A/68/64).

Subprogramme 5
Question of Palestine

Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine

158. The Division for Palestinian Rights continued to facilitate sustained dialogue between relevant actors, including Governments, United Nations bodies, intergovernmental organizations and civil society on the question of Palestine. Liaison and cooperation with civil society was further enhanced through

international meetings and periodic consultations and other activities organized by the Division. The United Nations Information System on the Question of Palestine continued to be one of the most widely used resources on the Internet on the question of Palestine. It was supplemented by social media presence on Facebook and Twitter and by the recently launched United Nations Platform for Palestine (www.unpfp.net), aimed at reaching out to civil society. The Division also organized activities to mark the International Day of Solidarity with the Palestinian People, which continued to enjoy wide participation by Member States and Observers of the United Nations.

Subprogramme 6
Counter-Terrorism Implementation Task Force

(a) Enhanced coordination and collaboration among the United Nations system entities in facilitating the implementation of the various elements of the United Nations Global Counter-Terrorism Strategy

159. With the establishment of the United Nations Counter-Terrorism Centre within the Counter-Terrorism Implementation Task Force Office, a number of initiatives were launched to promote the implementation of the United Nations Global Counter-Terrorism Strategy. The Task Force organized 50 coordination events, including the High-level Meeting on Countering Nuclear Terrorism, an expert meeting on fair trials and countering terrorism, a briefing to Member States on countering nuclear terrorism and several thematic workshops. The Task Force initiated the development of the Integrated Assistance for Countering Terrorism initiative to address the specific capacity-building needs of Burkina Faso, Nigeria and Mali, to enhance internal coordination and information-sharing among national counter-terrorism agencies and to strengthen their criminal justice systems.

(b) Enhanced collaboration between the Member States, the entities of the United Nations system, international and regional organizations and civil society entities for the implementation of the United Nations Global Counter-Terrorism Strategy

160. The Task Force played a critical role in promoting collaboration among Member States, the United Nations entities, international and regional organizations and civil society entities to enhance the implementation of the Strategy. The Task Force conducted six inter-agency coordination meetings, two regional workshops on the implementation of the Strategy and 10 conferences, including the International Counter-Terrorism Focal Points Conference on Addressing Conditions Conducive to the Spread of Terrorism and Promoting Regional Cooperation, which was held in Geneva on 13 and 14 June 2013.

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

(a) Participants will re-engage in taking parallel steps towards a lasting peace

161. The Office of the United Nations Special Coordinator for the Middle East Process continued to engage in supporting steps towards a lasting peace, focusing on Israeli-Palestinian dialogue and action, internal Palestinian reconciliation and engagement with regional parties. Direct negotiations, which were suspended in

September 2010, resumed under Jordanian auspices early in 2012. The General Assembly granted Palestine non-Member State observer status in November 2012. International efforts led by the Government of the United States of America resulted in the resumption of negotiations on 31 July 2013, with a nine-month time frame to achieve a comprehensive agreement. The Special Coordinator for the Middle East Peace Process attended approximately 900 external meetings and 400 internal meetings during the biennium in support of these goals.

(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people

162. According to the Financial Tracking Service of the Office for the Coordination of Humanitarian Affairs, donors provided $285 million in 2012 and $250 million in 2013 for improving the humanitarian conditions and development needs of the Palestinian people. In addition, United Nations agencies reported having implemented development projects worth $1.3 billion during the biennium. The projects were aimed at providing direct basic services to Palestinians, responding to emergencies and developing the technical capacities of Palestinians. Although the basic needs of vulnerable Palestinians have been a priority, unemployment and poverty still remain a concern, especially in Gaza.

(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions

163. During the reporting period, United Nations agencies were implementing seven joint programmes, of which two were funded by the Millennium Development Goals Achievement Fund, two by the Global Fund to Fight AIDS, Tuberculosis and Malaria, one by the United Nations Voluntary Fund on Disability, one by the United Nations Trust Fund for Human Security and one by joint contributions from country teams for model United Nations events. Another joint initiative was developed on substance abuse in East Jerusalem. Funding through the consolidated appeals process for the occupied Palestinian territory reached only 68 per cent of the target in 2012 and 63 per cent in 2013. The political situation in the region and the global financial crisis were the main reasons hindering the achievement of the country teams' targets for resource mobilization.

Subprogramme 8
Peacebuilding Support Office

(a) Efficient support to the work of the Peacebuilding Commission to enhance support for post-conflict countries

164. The Peacebuilding Support Office continued to facilitate the work of the Peacebuilding Commission through the regular servicing of meetings of the Chair's Group, the Organizational Committee, the Working Group on Lessons Learned and the country-specific configurations. In addition, the Office provided timely and substantive analyses on peacebuilding priorities in countries on the Commission's agenda and supported the Commission in the preparation of field visits. As a follow-up to the 2010 review of the peacebuilding architecture, the Office supported the Chair and the Organizational Committee in improving the working methods of the Commission and initiated informal discussions with internal and external partners in

preparation of the forthcoming review of the peacebuilding architecture, to be held in 2015.

(b) Informed decision-making by the Peacebuilding Commission

165. The Office provided the analytical documents needed by the Commission in a timely manner and placed a particular emphasis on enhancing support to guide the Commission in its decision-making and strategic orientation.

(c) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict

166. Donors contributed $80.5 million in 2012 and $40.8 million in 2013. The latter figure reflects the sound financial status of the Fund at the beginning of 2013. The Fund's support base remained broad, with new contributions made by 18 Member States. Allocations of $86.6 million were made in 2013, representing a significant increase over the allocations of $35.5 million that were made in 2012. The increase is mainly due to an expansion in up-front assistance by the Office to a limited set of priority countries for programme design. About 57 per cent of allocations were made to countries on the Commission's agenda. Four other countries (Myanmar, the Niger, Papua New Guinea and Somalia) were declared eligible to access the Fund.

(d) Enhanced efficiency of United Nations support to national peacebuilding efforts

167. The Secretary-General's report on peacebuilding in the aftermath of conflict (A/67/499-S/2012/746), published in October 2012, outlined the progress made in terms of enhancing the efficiency of United Nations support to national peacebuilding efforts. The recommendations in the report on increasing the focus on inclusivity, institution-building and sustained international support were endorsed by the Security Council. The Office conducted a number of training sessions in conjunction with other entities and used other mechanisms, including thematic reviews and evaluations, to capture and disseminate lessons learned and good practices.

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

(a) Progressive registration of damage claim forms

168. The Office for the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory completed the claim intake in seven out of nine Governorates in the occupied Palestinian territory affected by the construction of the Wall. The Office provided technical assistance for filing claims in Qalqiliya and Hebron Governorates and started work in Bethlehem Governorate. During the biennium, 16,806 claims and more than 300,000 supporting documents were collected, bringing the total of claims collected (in 196 Palestinian communities) to 40,514. Since its establishment, the Board of the Register has reviewed 12,233 claims processed by the Office.

(b) Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and the requirements for filing claim forms

169. The Office continued to carry out an extensive public outreach campaign during the biennium with a particular focus on 420,000 Palestinians from three governorates (Qalqiliya, Hebron and Bethlehem) and their 85 communities, thus bringing the total number of persons included in its outreach since its inception to 720,200 from eight governorates (Tubas, Jenin, Tulkarem, Qalqiliya, Salfit, Ramallah, Hebron and Bethlehem) and their 196 communities.

Subprogramme 10
United Nations Office to the African Union

(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

170. The United Nations-African Union Joint Task Force on Peace and Security continued to meet twice a year to discuss strategic issues and address issues of common concern relating to peace and security in Africa. During the reporting period, the United Nations and the African Union carried out several joint assessment missions, including to the Central African Republic, Guinea-Bissau and Somalia. The Peace and Security Cluster of the Office continued to coordinate its activities. Action plans for the Cluster and each of the four subclusters of the 10-year capacity-building programme for the African Union were updated to reflect the recommendations arising from the review of the programme. An African Union conflict prevention framework was conceptualized.

(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

171. The African Standby Force road map for the period 2010-2015, along with its action plan, was prepared and started to be implemented according to agreed benchmarks and timelines. In 2013, the African Union conducted a comprehensive assessment of the African Standby Force, which concluded that efforts would have to be intensified to ensure the full operationalization of the Force, as envisaged, by 2015. In December 2012, the Security Council authorized the establishment of the African-led International Support Mission in Mali (AFISMA). With planning support from the Office, AFISMA deployed and carried out operations in accordance with its mandate until 1 July 2013, when it was replaced by the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). In November 2013, the Security Council adopted resolution 2124 (2013), by which it authorized a further increase in the troop ceiling of AMISOM, from 17,731 to 22,126. The African Union completed a plan for future phases of AMISOM deployment.

(c) Increased efficiency and effectiveness of peacekeeping operations

172. As at the end of 2013, the United Nations Office to the African Union was not able to relocate to its new office facility at ECA, as the construction of the building was not completed. The deferment was due to reasons outside the Office's control related to delays in the shipment of construction materials and shortages in foreign currency reserves in Ethiopia. The relocation was postponed to the next reporting

period and is tentatively planned for the third quarter of 2014. The Office achieved 83 per cent post incumbency in December 2013 and successfully completed the infrastructure renovations and reconstruction projects required to meet the minimum security standards.

Section 4
Disarmament

Highlights of programme results

The Office for Disarmament Affairs continued to support the timely implementation of the relevant General Assembly resolutions and the decisions adopted at conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements and to strengthen its advocacy and outreach activities. The United Nations Conference on the Arms Trade Treaty, held in July 2012, prepared the ground for the landmark adoption of the Treaty in March 2013. The General Assembly, at its sixty-seventh session, decided to establish an open-ended working group to develop proposals to advance multilateral nuclear disarmament negotiations (resolution 67/56) and requested the Secretary-General to establish a group of governmental experts to make recommendations on possible aspects that could contribute to a treaty banning the production of fissile material (resolution 67/53). In 2013, three groups of governmental experts — on transparency and confidence-building measures in outer space activities, on developments in the field of information and telecommunications in the context of international security, and on the continuing operation of the United Nations Register of Conventional Arms and its further development — reported to the General Assembly.

The second Conference to Review Progress Made in the Implementation of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects was held in New York from 27 August to 7 September 2012. A final report was adopted on the last day of the event. The second session of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons was held in Geneva from 22 April to 3 May 2013.

Challenges and lessons learned

The Office continued to face budgetary challenges in undertaking its activities owing to its heavy reliance on extrabudgetary resources. Other challenges were of a political nature, including disagreement in the Conference on Disarmament, which prevented the Conference from commencing its substantive work. In addition, the participants in the United Nations Conference on the Arms Trade Treaty, held in New York in July 2012, concluded their work, after four weeks of complex and intense negotiations, without reaching agreement on a text of a treaty. As a result, the Final United Nations Conference on the Arms Trade Treaty was held in March 2013 to finalize the elaboration of the treaty in accordance with General Assembly resolution 67/234.

In order to promote a balanced gender representation in the meetings organized by the Office, Governments are continuously urged to nominate women candidates to meetings and expert groups.

173. The above-cited results are based on the implementation of 79 per cent of 1,877 mandated, quantifiable outputs.

174. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 4)).

Executive direction and management

(a) Programme of work is effectively managed

175. The Office for Disarmament Affairs provided timely delivery of the programmatic mandates and continued to ensure efficient coordination and synergy between its five branches, its three regional centres (located in Peru, Nepal and Togo) and its office in Vienna. Its substantive outputs included advising the Secretary-General on disarmament and non-proliferation issues, as well as on emerging and other relevant cross-cutting issues. The Office also efficiently managed its administrative functions, utilizing 99 per cent of its total funding for the biennium and reaching a rate of 80 per cent compliance with mandatory staff training in almost all categories.

(b) Increased timeliness of submission of documentation

176. The Office reached 100 per cent compliance rate in terms of the timeliness with which it submitted all its documentation for consideration during the sixty-seventh and sixty-eighth sessions of the General Assembly and at meetings that it organized. The Office continued to intensify its efforts to ensure that documents submitted by Member States and other international organizations to meetings and conferences were provided within a reasonable time frame.

(c) Identification of emerging issues that require attention by Member States

177. During the biennium, representatives of Member States met with the High Representative for Disarmament Affairs on 140 occasions to explore ways and means of collaborating with the Office and discuss initiatives focused on multilateral efforts in the area of disarmament and non-proliferation, including international disarmament agreements, weapons of mass destruction, terrorism, small arms, nuclear-weapons-free zones and regional centres for peace and disarmament. The High Representative gave 23 interviews with a view to making progress on the disarmament agenda. In addition, the she had numerous interactions with officials from Member States and representatives of think tanks and relevant organizations throughout the biennium, which were of an impromptu nature and therefore could not be captured in measuring this output. Had such ad hoc meetings been factored in, the total number of meetings would have exceeded the target of 100.

(d) Enhanced policy coherence in the management of the disarmament activities of the United Nations

178. During the biennium, the Office undertook 154 joint initiatives, ranging from meetings, workshops and exhibits to publications, as well as a number of activities related to the destruction of weapons, the training of law enforcement officials and the development of project proposals, which together exceeded the target of 100 activities.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

(a) Effective support for negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects at the organizational, procedural and substantive levels

179. The Secretariat and Conference Support Branch (Geneva) continued to provide substantive and organizational support to the Conference on Disarmament. The appreciation of the States members of the Conference was communicated verbally and reflected in the verbatim records of its meetings. The secretariat provided advice on procedures and practices to States, presidents and officials of the Informal Working Group on the Comprehensive Programme of Disarmament. The Branch played an important role in the organizational and substantive support to the meetings related to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction and the Convention on Cluster Munitions. The feedback indicated that the Branch provided the requested support in an exemplary manner. In 2013, the Branch also supported the open-ended working group to develop proposals to take forward multilateral nuclear disarmament negotiations and received positive feedback from delegations and civil society representatives.

(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament and non-proliferation agreements

180. The Branch continued to work with States parties to enable them to comply with their respective reporting obligations under the different multilateral instruments. The efforts made by the Branch to facilitate reporting by States parties, including through the provision of online tools and the creation of web pages with limited access, resulted in States parties being forthcoming in providing the required data. Over the biennium, States parties and the public at large continued to access in high numbers the web pages established and maintained by the Branch.

(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme

181. The fellowship programme continued to attract wide interest. This was achieved by targeting States that did not participate in it and by promoting an overall balance in participation from the regional groups. The number of alumni who assumed disarmament-related positions in their respective administrations

grew, as indicated by the fact that a greater number of them participated in arms control and disarmament conferences. The programme is constantly being updated to make it more responsive to contemporary challenges in the area of arms control and disarmament. Increasing the number of women candidates to the programme remained a challenge. Efforts to address this challenge included adding lectures on gender issues and working closely with States. The proportion of women participants declined from 54 per cent in 2011 to 40 per cent in 2013.

Subprogramme 2
Weapons of mass destruction

(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues, including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States and States parties at their request

182. The Weapons of Mass Destruction Branch provided substantive, organizational and administrative support to the conferences on the non-proliferation of nuclear weapons, including the first and second sessions of the Preparatory Committee for the 2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, held in 2012 and 2013 respectively. The Branch continued to follow-up on the outcome of the 2010 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons, in particular by providing substantive support for the preparations of the Conference on the establishment of a Middle East zone free of nuclear weapons and all other weapons of mass destruction. The Branch also provided substantive and organizational support to the High-level Meeting on Countering Nuclear Terrorism, held in September 2012, and the High-level Meeting on Nuclear Disarmament, held in September 2013.

(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as ability to respond to challenges relating to weapons of mass destruction, in particular nuclear weapons, as well as biological and chemical weapons, including terrorism involving weapons of mass destruction

183. The Weapons of Mass Destruction Branch organized 38 conferences, workshops, country-specific discussions and seminars in support of the implementation of Security Council resolution 1540 (2004). The Branch provided substantive and organizational support to the United Nations Mission to Investigate Allegations of the Use of Chemical Weapons in the Syrian Arab Republic, which resulted in two reports (A/67/997-S/2013/553 and A/68/663-S/2013/735, annex) and to the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic. The Branch strengthened its cooperation with relevant international organizations by establishing a supplementary arrangement with the Organization for the Prohibition of Chemical Weapons in September 2012 and a memorandum of understanding with the World Health Organization (WHO).

Subprogramme 3
Conventional arms (including practical disarmament measures)

(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, using available tools

184. In 2012, support was provided under the subprogramme to the second Review Conference of the Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the meetings of its Preparatory Committee, which were successfully concluded with the adoption of outcome documents. Rounds of informal consultations with Member States were organized in preparation for the Fifth Biennial Meeting of States on the Programme of Action, to be held in June 2014. Various tools were developed and maintained to implement the Programme of Action and related mandates, such as the Programme of Action Implementation Support System, the International Small Arms Control Standards and the International Ammunition Technical Guidelines. To facilitate technical assistance in the implementation of the Programme of Action, compilations of assistance proposals were prepared and circulated and meetings to connect donor organizations with affected States were organized.

(b) Effective facilitation of the process regarding the United Nations Conference on the Arms Trade Treaty

185. Substantive and administrative support was provided under the subprogramme by servicing the meeting of the Preparatory Committee in February 2012, the United Nations Conference on the Arms Trade Treaty in July 2012 and the Final United Nations Conference on the Arms Trade Treaty in March 2013, culminating in the adoption of the Arms Trade Treaty by the General Assembly on 2 April 2013. To facilitate the early entry into force of the Treaty, a special treaty signing event was organized on 3 June 2013, which resulted in 67 States becoming signatories. The Treaty was also featured in the annual treaty event held in 2013.

(c) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments

186. Participation by Member States in the United Nations instruments on confidence-building measures relating to military and security matters continued to be facilitated under the subprogramme. In 2013, 70 States submitted reports to the United Nations Register of Conventional Arms and 57 States submitted information for inclusion in the United Nations Report on Military Expenditures. Substantive and administrative support was provided for the three sessions of the group of governmental experts held in 2013 to conduct a review of the Register. A map-based database on global military expenditures and an online reporting system was launched in 2013.

Subprogramme 4
Information and outreach

(a) Increased utilization and improved access to information and education materials of the Office for Disarmament Affairs

187. During the biennium, the Information and Outreach Branch published the *United Nations Disarmament Yearbook* (Parts I and II (2012)), one occasional paper (No. 22), one electronic publication entitled *Applying a Disarmament Lens to Gender, Human Rights, Development, Security, Education and Communication: Six Essays* and ad hoc publications, including factsheets and the "postcards" created under the title *Hiroshima Nagasaki Download* (www.un.org/disarmament/education/hibakusha/). Three interviews were videotaped and posted on the website of the United Nations Conference on the Arms Trade Treaty and four online versions of the quarterly newsletter of the Office for Disarmament Affairs were produced. A web-based contest entitled "Art for peace", directed at young people aged 5 to 17 years was launched in 2012 to encourage youth worldwide to use their creative talents to depict a world free of nuclear weapons.

(b) Timely access to factual and objective information by end users through print and electronic means regarding various aspects of disarmament

188. The Office continued to update its website on a regular basis with new content, including statements by the Secretary-General and the High Representative, current developments in the field of disarmament and non-proliferation, a calendar of intergovernmental meetings and updates to the various databases. The Office was able to ascertain real-time statistics concerning the number and length of visits to its website using Google analytics. In addition, the Office opened a Twitter account with the aim of sharing information on the latest developments on disarmament; a steady increase in the number of followers (an average of 10 per day) was observed. Feedback from end users on the website and from recipients of *Disarmament Digest* have confirmed that the current approach meets their needs and should be continued.

Subprogramme 5
Regional disarmament

(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security

189. The Regional Disarmament Branch and its regional centres carried out more than 188 activities, ranging from trainings to seminars and capacity-building activities, to promote regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation and regional peace and security. In particular, the regional centre in Africa, together with the African Union, organized two African regional consultations on the Arms Trade Treaty, in May 2012 and March 2013; the regional centre in Asia and the Pacific hosted two annual joint Republic of Korea-United Nations conferences on disarmament and non-proliferation issues; the regional centre in Latin America and the Caribbean organized a Caribbean regional expert round table in April 2012 to combat the illicit trade in small arms and light weapons and a regional seminar on

the implementation of the Biological Weapons Convention in Latin America and the Caribbean.

(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations, in the areas of disarmament and non-proliferation in all its aspects, as well as regional and international peace and security

190. The programmes and activities supported by the Regional Disarmament Branch and carried out by its regional centres contributed to increasing cooperation between the Office for Disarmament Affairs, States and international, regional and subregional organizations. The Branch achieved this by providing opportunities and forums for experience-sharing, dialogue and partnership, and for the transfer of knowledge and expertise among States and regional and subregional entities.

(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures

191. During the biennium, the regional centres carried out, at the request of Member States, 11 training courses to strengthen capacity related to disarmament and non-proliferation. Assistance provided by the centre in Latin America and the Caribbean to States of the region resulted in the destruction of more than 42,000 weapons and over 50 tons of ammunition and enhanced the capacity of States to safely and securely manage over 130 stockpile facilities throughout the region. The centre trained more than 430 national security sector officials, including customs and judicial officers, on small arms control matters, including marking, tracing and stockpile management. The regional centre in Africa carried out two training courses for 200 security sector forces in Togo on the international principles of the use of force and firearms and one training course in Côte d'Ivoire for 23 defence and security officers on combating the illicit trade in small arms and light weapons.

Section 5
Peacekeeping operations

Highlights of programme results

The Department of Peacekeeping Operations and the Department of Field Support continued to provide strategic direction and day-to-day operational guidance to 17 peacekeeping operations, 16 special political missions and AMISOM. The biennium 2012-2013 was especially challenging, as many peacekeeping operations underwent drastic changes in terms of mandate and size. Two new peacekeeping missions were established (the United Nations Supervision Mission in the Syrian Arab Republic (UNSMIS) and MINUSMA), as were six new special political missions (the Special Envoy of the Secretary-General for the Sahel, the Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria, the United Nations Office in Mali, the Special Envoy of the Secretary-General for the Great Lakes Region of Africa, UNSOM and the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the

Elimination of the Chemical Weapons Programme of the Syrian Arab Republic). As a result, both departments responded to Security Council and General Assembly resolutions by putting forth eight mission planning processes in line with the substantive and time requirements of the Council and mission priorities. Concrete achievements were made in the implementation of the global field support strategy, with steps taken to ensure a common understanding of what the Secretariat was doing and why and to explain how operationalization of the strategy in all its aspects would ensure the realization of core objectives. The number of days available to submit budget proposals to Member States for new and expanding missions (after adoption of the related Security Council resolution) decreased, the vacancy rate for stable missions also decreased, to 15 per cent; targets for rates of geographical and gender representation among staff improved and were exceeded; and the development and implementation of the New Horizon Initiative continued.

Challenges and lessons learned

The most significant challenges and obstacles to the implementation of the mandate and programme include the need for continued strong and unified political support of the Security Council for the implementation of peacekeeping mandates and for clear, realistic and achievable mandates; for Member States and troop- and police-contributing countries and other countries to provide the human, financial and logistical resources and capabilities required to successfully implement mandates; for regional actors and other key Member States to support the negotiation and implementation of peace agreements and peacekeeping mandates; for donors to commit to key peacekeeping and early recovery activities that are supported by voluntary contributions; and for detailed planning to take place before launching complex operations, without prejudging political decisions made by Member States.

192. The above-cited results are based on the implementation of 95 per cent of 400 mandated, quantifiable outputs.

193. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 5)).

1. Department of Peacekeeping Operations

Executive direction and management

(a) Programme of work is effectively managed

194. The Office of the Under-Secretary-General for Peacekeeping Operations continued to monitor and evaluate progress made in effectively managing its programme of work. Accordingly, peacekeeping remained a dynamic and essential element of the international community's response to international threats to peace and security. Peacekeeping continued to demonstrate unique strengths, in particular

the ability to deploy and sustain troops and police from around the globe and to integrate them with civilian peacekeepers in order to advance multidimensional mandates.

(b) *Strengthened strategic and operational direction, planning, deployment and transition of United Nations peacekeeping operations and special political missions led by the Department of Peacekeeping Operations*

195. The Department of Peacekeeping Operations continued to make progress in the delivery of Security Council and General Assembly mandates. A new multidimensional mission was established to stabilize Mali (MINUSMA). The African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission in South Sudan (UNMISS) continued to focus on conflict prevention and the protection of civilians, while the United Nations Interim Security Force for Abyei (UNISFA) supported and monitored the demilitarization of Abyei, including by assisting in the operationalization of the Joint Border Verification and Monitoring Mechanism. During the biennium, the Department supported United Nations-wide efforts to manage the crisis in the Syrian Arab Republic, including through the swift deployment of UNSMIS, and its subsequent liquidation. The United Nations Operation in Côte d'Ivoire (UNOCI) helped restore normalcy in Côte d'Ivoire, while progress in consolidating peace in Liberia translated into a plan to further reduce the military component of the United Nations Mission in Liberia (UNMIL). MONUSCO responded to the crisis in the eastern part of the country where it operates, including through its support to the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region and the deployment of its force Intervention Brigade. The United Nations Stabilization Mission in Haiti (MINUSTAH) made progress in its drawdown and ongoing consolidation. Finally, the United Nations Integrated Mission in Timor-Leste (UNMIT) completed its mandate. The Department was also actively engaged in contingency planning, including with regard to the possible deployment of peacekeeping operations to the Central Africa Republic, Somalia and the Syrian Arab Republic.

(c) *Improved geographical representation and gender balance of staff*

196. The vast majority of positions in the Department are not subject to the system of desirable ranges and, as such, recruitments affecting geographical representation are largely those of staff who have passed a competitive examination. Of 19 posts in the Professional and higher category funded by the regular budget, 5 (26 per cent) were filled by nationals from unrepresented or underrepresented countries, an improvement that exceeded the target of 25 per cent for 2012-2013. Eight of the 19 posts (42 per cent), were occupied by women, an improvement that exceeded the target of 40 per cent for 2012-2013.

(d) *Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and for individual operations*

197. The Department continued to identify the challenges, opportunities and priorities for individual operations and for peacekeeping as a whole, including required capacities and capabilities and resources, and develop approaches to meet and explain these challenges to external actors. The Department established formal

efficiency mechanisms to regularly review civilian, troop and police force levels and identified opportunities for better inter-mission cooperation and resource-sharing.

Subprogramme 1
Operations

(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries

198. The subprogramme responded to the recommendations of and contributed to briefings and reports for the Special Committee on Peacekeeping Operations, the Fifth Committee, the Advisory Committee on Administrative and Budgetary Questions, the Committee on Contributions, the Joint Inspection Unit and Board of Auditors. During the reporting period, 18 recommendations for new or significant adjustments to peacekeeping operations were incorporated into resolutions of the Security Council. While ensuring a more integrated and consultative process, particularly with the Council, the General Assembly and troop- and police-contributing countries, the subprogramme provided advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs to permanent missions of Member States to the United Nations, the African Union, the Economic Community of West African States (ECOWAS), the European Union, the International Monetary Fund, OSCE, UNDP, UNHCR, the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services, the World Bank, the World Food Programme (WFP), non-governmental organizations and the media.

(b) Effectively and efficiently managed peacekeeping operations

199. The Department provided guidance to 17 peacekeeping operations and 1 special political mission, ensuring an integrated United Nations approach to peace consolidation. Mission planning processes were completed in line with the substantive and time requirements of the Security Council. Mission priorities included: the deployment of MINUSMA and UNSMIS, as well as the latter's liquidation; the deployment of additional contingents to MONUSCO and UNISFA; the implementation of the mandate of MONUSCO; the review and ongoing reconfiguration of UNAMID uniformed personnel; the review of the UNMISS mandate; the strategic review of the United Nations Interim Force in Lebanon (UNIFIL); the assessment of UNOCI; the drawdown of MINUSTAH following the post-earthquake surge and the ongoing consolidation of that mission; the ongoing reconfiguration of UNMIL; contingency planning for support to the African-led International Support Mission in the Central African Republic and its possible transformation into a United Nations peacekeeping operation; and the closure of UNMIT.

Subprogramme 2
Military

(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates

200. During the biennium, the Office of Military Affairs prepared 10 military plans — for MINUSTAH (three), the United Nations Assistance Mission in Afghanistan, UNSMIS, the United Nations Mission for the Referendum in Western Sahara (MINURSO), UNAMID, MONUSCO, UNOCI and UNISFA — within seven days of the adoption of the relevant Security Council resolution. Formal requests for pledges to Member States were issued to start force generation within five days of preparing planning documents. Official pledge requests were issued for United Nations military observers for UNSMIS; the engineering company of the Republic of Korea for UNMISS; United Nations military observers and a close protection unit for UNISFA and the Joint Border Verification and Monitoring Mechanism; the Ethiopian infantry battalion for UNAMID; infantry battalions and enabling units for MINUSMA; an infantry company for UNIFIL; and a close protection unit, a force reserve company and a Mount Hermon platoon for the United Nations Disengagement Observer Force (UNDOF). The *United Nations Infantry Battalion Manual* was published in August 2012 and the web-based United Nations Standby Arrangements System was launched in February 2013. A total of 65 Member States registered at the new website entitled "United Nations Force Link", an online resource for sharing, collecting and managing information on force generation and development planning activities.

(b) Increased efficiency and effectiveness of the military components of peacekeeping operations

201. During the reporting period, of 46 recommendations contained in the end-of-assignment reports of heads of military components and endorsed by the Under-Secretary-General for Peacekeeping Operations, 31 were implemented and 15 were in the process of being implemented. Lessons learned from the review of recommendations contained in the end-of-assignment reports are utilized to set standards to be followed by military components and will be reflected in the report on comprehensive military capability gaps.

Subprogramme 3
Rule of law and security institutions

(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates

202. During the biennium, one new mission required the deployment of a new police component. Staff members of the standing police capacity were deployed to the United Nations Office in Mali in April and May 2013 (before the Security Council mandate) to provide leadership and prepare for the start-up of the police component in MINUSMA. In addition, core justice and corrections capacity from Headquarters and the Justice and Corrections Standing Capacity were deployed to UNSMIS within 15 days of the adoption, on 21 April 2012, of Security Council resolution 2043 (2012).

(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations

203. Concepts of operations and other integrated plans for police and other rule of law and security components were reviewed primarily on the basis of mandate adjustments and contextual and environmental changes in the mission areas. During the period, concepts of operation for UNMIT, UNAMID, the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS), UNSMIL, MONUSCO, MINUSMA, UNMISS, UNISFA, the United Nations Interim Administration Mission in Kosovo (UNMIK) and UNOCI were finalized. In addition, a consolidation plan for MINUSTAH for the period 2012-2016 was developed.

(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries

204. Through global advocacy, outreach, publications, social media, websites and the press, the Mine Action Service of the United Nations increased awareness and understanding of the dangers of landmines and explosive remnants of war. The International Day for Mine Awareness and Assistance in Mine Action was observed, on 4 April, in 2012 and 2013; exhibits, films and press events were organized and outreach materials were prepared.

205. The number of casualties resulting from landmines and explosive remnants of war in affected countries vary from country to country and fundamentally reflect global trends in international conflict. In 2012, 3,628 casualties were recorded worldwide, representing a decline of 19 per cent compared with the 4,474 casualties recorded in 2011. In 2012, the proportion of civilian casualties composed by children increased to 47 per cent, four percentage points higher than in 2011, and the proportion of all casualties composed by women increased to 13 per cent, three percentage points higher than in 2011. The figures on casualties during 2013 will be available in mid-2014.

Subprogramme 4
Policy, evaluation and training

(a) Increased awareness, understanding and familiarity with peacekeeping issues

206. The subprogramme assisted in the institutional strengthening of peacekeeping and the organizational improvement of the Department of Peacekeeping Operations and the Department of Field Support through the development of policies and plans to achieve strategic goals; the provision of assistance for the development of business plans; the facilitation of medium- and long-term plans; the identification of cross-cutting areas for improvement and support; and the development of strategic guidance for standardized peacekeeping training based on doctrine and best practices.

2. Department of Field Support

Executive direction and management

(a) Programme of work is effectively managed

207. The Department of Field Support continued to monitor and evaluate the timely delivery of its outputs and services, which were delivered at a compliance rate of 100 per cent during the biennium.

(b) Effective and efficient support and technical guidance on Department of Field Support-mandated support activities to field operations as well as to intergovernmental bodies, Member States and troop- and police-contributing countries

208. The Department effectively delivered the full range of administrative and logistical support to 17 peacekeeping operations and 16 special political missions and directly supported the African Union peacekeeping mission in Somalia. Concrete achievements were made in the implementation of the global field support strategy, thereby meeting the targets outlined in previous progress reports. The Department continued to provide strategic and policy guidance to field missions and to deliver outputs as established in the relevant Security Council resolutions.

(c) Improved geographical representation and gender balance of staff

209. The vast majority of positions in the Department are not subject to the system of desirable ranges and, as such, recruitments affecting geographical representation are largely those of staff who have passed a competitive examination. Of 19 posts in the Professional and higher categories funded by the regular budget, 5 (26 per cent) were filled by nationals of unrepresented or underrepresented countries, compared with 35 per cent in 2011. Eight of the 19 posts (42 per cent) were occupied by female staff members, compared with 35 per cent in 2011 and the target of 45 per cent for 2012-2013. The Department carried out outreach efforts to improve the dissemination of vacancy announcements and reach a wider pool of suitable candidates.

(d) Shared understanding among the Secretariat, Member States and other stakeholders of the future direction of United Nations peacekeeping and of individual operations

210. Notable progress was made in the implementation of the global field support strategy. Additional strategic support provided at Headquarters included engaging with Member States and Secretariat partners, providing planning support and guidance to entities in the field and carrying out oversight and monitoring functions. Operational and transactional support continued to be provided by the Global Service Centre (through capacities located in Brindisi, Italy, and Valencia, Spain) and at the Regional Service Centre (located in Entebbe, Uganda). For example, the Global Service Centre supported the establishment of UNSMIL, which enabled a rapid mission start-up and resulted in almost $1 million in annual efficiency savings. At Headquarters, important strides were made towards refining the strategic support structure necessary for the implementation of the global field support strategy and improving the oversight and monitoring role of Headquarters through the implementation of performance and risk management strategies.

Subprogramme 5 Field administrative support

(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

211. The number of days used to submit budget proposals to Member States for new and expanding missions after adoption of the related Security Council resolution decreased from 90 to 88. The number of people placed on a roster since the rosters were established totalled 19,487, of whom 6,289 were international (from P-1 to D-1, across the occupational groups). The vacancy rate for stable missions decreased to 15 per cent. In new missions, external factors such as visa issues (UNISFA) and the security situation (UNSMIS and the Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria) interfered with the rapid deployment of international staff.

(b) Increased efficiency and effectiveness of peacekeeping operations

212. All claims for contingent-owned equipment were processed within three months of receipt of claims certified by the missions. The subprogramme was not able to monitor the reduction in the vacancy rate within nine months of the establishment of the mission, as the only two new missions (MINUSMA and UNSOM) were established less than nine months before the end of the reporting period. Performance against that indicator will be reported during the biennium 2014-2015.

(c) More timely reporting of allegations of misconduct

213. The requirement to collect data on this indicator was communicated to field missions in June 2012. Conduct and discipline teams subsequently began to provide such data in their monthly reports. An overall assessment of compliance, however, could not be carried out yet.

Subprogramme 6 Integrated support services

(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates

214. On 1 July 2012 the strategic deployment stocks function was transferred to the Global Service Centre. Equipment from strategic deployment stocks was deployed within 90 days to five new missions (UNISFA, UNMISS, UNSMIL, UNSMIS and MINUSMA). Additional equipment was issued to 10 peacekeeping operations (UNOCI, UNIFIL, the United Nations Support Office for the African Union Mission in Somalia, UNAMID, UNFICYP, UNISFA, MINUSTAH, UNDOF, UNMISS and UNSMIS). During the reporting period, the Information and Communications Technology Division continued to enhance the wide-area network to provide reliable and efficient voice, data and video communications in the field missions and improved its rapid deployment capability.

(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support

215. Access to 182 valid systems contracts was provided in all key areas of peacekeeping support during the period. Contracts in all categories remained valid and active throughout the year (all 365 days). Data on network availability was collected automatically through network monitoring tools and found that the network was up 99.8 per cent of the time. Network availability is a key indicator of how well information and communications technology services are provided to missions and end users.

Subprogramme A
United Nations Truce Supervision Organization

The Security Council is informed in a timely manner of non-compliance with its resolutions

216. The United Nations Truce Supervision Organization (UNTSO) continued to report on the political and security developments in its host countries. It collected data carefully, conducted rigorous analyses and reported in a timely manner on activities at the tactical and strategic levels. UNTSO leveraged its existing resources, particularly through its liaison offices in Egypt, Israel, Lebanon and the Syrian Arab Republic. A regular pattern of visits by the head of mission, to strengthen relations with its host nations, improved and made UNTSO reports more valuable.

Subprogramme B
United Nations Military Observer Group in India and Pakistan

(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations

217. The United Nations Military Observer Group in India and Pakistan (UNMOGIP) maintained an effective presence in accordance with its mandate. Seven established field stations monitored the Pakistan side of the line while three field stations monitored the Indian side. Ceasefire violations were monitored efficiently and effectively through the conduct of investigations, at observation posts, during field trips and by route reconnaissance. UNMOGIP operations on the Indian side of the line of control continued to be limited to administrative movements and communications owing to the long-standing position of non-cooperation of the host country. Through the performance of its mandate, UNMOGIP continued to contribute to the maintenance of the bilateral ceasefire and the cessation of hostilities between India and Pakistan along the line of control.

(b) Effective, efficient patrolling, inspection and investigation of ceasefire violations

218. During the biennium, UNMOGIP continued to conduct operational tasks in accordance with its mandate, taking into account the limitations imposed by weather and road conditions, as well as the host Governments. Weather conditions have a great impact on the operations of the Mission owing to the nature of the terrain in Kashmir. Operations on the Indian side of the line remain limited to administrative movements and the relay of communications.

Section 6
Peaceful uses of outer space

Highlights of programme results

The programme continued to promote international cooperation in outer space for economic, social and scientific development. More than 400 participants from 112 countries received support through 23 activities aimed at strengthening the capacity of countries in the areas of basic space sciences, space technology and human space technology; enhancing the use of global navigation satellite systems; improving understanding of space law; and expanding the use of space applications in the areas of global health, disaster management, climate change and environmental monitoring and natural resource management. A total of 23 actions, including 13 ratifications, were taken by States, in accordance with the United Nations treaties on outer space, thereby enhancing acceptance and implementation of the legal regime governing the activities of States in outer space. The enlargement of the network of regional centres for space science and technology education and the creation of two new fellowship programmes provided more training opportunities for participants from developing countries. Technical advisory support and the expansion of the regional support offices network and services on the knowledge portal of UN-SPIDER contributed to the efforts of the beneficiary Governments to reduce their vulnerability and increase their resilience to disasters.

Challenges and lessons learned

A shortfall in financial resources and, in particular, of specialist human resources to meet the growing demands of Member States, including in relation to technical advisory and technical legal assistance, prevented the programme from supporting the regional centres more extensively and limited the number of capacity-building activities. The programme continued to encounter difficulties in concluding the required legal agreements with host countries in a timely and satisfactory manner. The programme also struggled to raise the necessary level of support from Member States, through voluntary financial and in-kind contributions, to sustain the full breadth of assistance requested from UN-SPIDER.

219. The above-cited results are based on the implementation of 98 per cent of 295 mandated, quantifiable outputs.

220. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 6)).

Programme accomplishments

(a) *Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities*

221. The programme actively contributed to the efforts of the Committee on the Peaceful Uses of Outer Space and its Legal Subcommittee to enhance the implementation of the United Nations treaties on outer space, conducted two capacity-building activities to promote greater understanding of space law and provided technical legal assistance to Member States when requested. As a result, 13 ratifications were made by six Member States. Active support to Member States on the registration of space objects resulted in seven States submitting information under the Convention on Registration of Objects Launched into Outer Space for the first time and in three States submitting notifications on the establishment of their national registries. Five States used the model registration form developed by the programme for the first time, leading to greater harmonization of the registration practices of States.

(b) *Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development*

222. The programme executed 13 activities in 10 countries dedicated to strengthening the capacities of countries in the fields of basic space science, space technology and human space technology and in using space applications in the areas of global health, climate change and environmental monitoring and natural resource management. The provision of technical support resulted in the establishment, in 2012, of the Regional Centre for Space Science and Technology Education for Western Asia, in Jordan. The International Space Weather Initiative, to which the programme contributed extensively, successfully expanded the number of instruments operating worldwide, enabling better modelling of space weather to improve forecasting. The programme also succeeded in increasing the number of opportunities for training in basic space technology and for research on zero-gravity environments as a result of the activities conducted within the framework the Basic Space Technology Initiative and the Human Space Technology Initiative.

(c) *Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development*

223. Collaboration with International Space Station partners resulted in more opportunities for entities of the United Nations system to utilize spin-offs from the Station for the benefit of education and global health. Coordination with the United Nations System Task Team on the Post-2015 Development Agenda led to the inclusion of space-related components in the report on the post-2015 development agenda. By joining the steering committee of the United Nations Spatial Data Infrastructure, the programme supported the use of geospatial information within the United Nations system for more coordinated delivery to Member States. Other achievements of the programme included the development of recommendations to address existing gaps and bottlenecks in the use of space-derived geospatial data for sustainable development during the thirty-second and thirty-third sessions of the

Inter-Agency Meeting on Outer Space Activities, which were organized with WFP and UNISDR respectively.

(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle

224. Eight new countries received technical advisory support to strengthen their institutions and make their policy and strategic frameworks operational, reduce their vulnerability and increase the resilience of their population and infrastructure to disasters. The programme continued to provide training to four other countries as a means of assisting with the implementation of recommendations arising from the delivery of previous advisory services. More than 90 experts from 37 countries received support for eight capacity-building activities held to increase awareness of good practices and the benefits of adapted institutional and technical frameworks for disaster risk reduction and emergency response. New tools and services for specific groups of users were developed for the UN-SPIDER knowledge portal (www.un-spider.org). The network of regional support offices was expanded from 13 to 16, enabling the provision of more effective advisory support and the development of better regional synergies.

(e) Greater understanding and use of global navigation satellite systems applications in supporting sustainable development goals

225. As the Executive Secretariat of the International Committee on Global Navigation Satellite Systems (ICG), the programme engaged and actively promoted a broad range of activities that contributed to an increase in the number of Member States and entities participating in ICG. As a result, six more States and entities participated in ICG-related activities. Two activities dedicated to enhancing the use of global navigation satellite systems at the national level engaged experts from more than 30 countries. The programme also concluded the development of an education curriculum on global navigation satellite systems and made it available to the United Nations-affiliated regional centres for incorporation into their education programmes. The first nine-month course based on the curriculum is under way at one of the centres in Africa.

Section 8
Legal affairs

Highlights of programme results

The Office of Legal Affairs continued to provide a unified central legal service for the Secretariat and the principal and other organs of the United Nations. The Office provided extensive legal advice to and finalized the necessary legal instruments for the United Nations Mission to Investigate Allegations of the Use of Chemical Weapons in the Syrian Arab Republic and the Joint Mission of the Organization for the Prohibition of Chemical Weapons and the United Nations for the Elimination of the Chemical Weapons Programme of the Syrian Arab Republic. The Office provided legal advice during the start-up and operationalization of MINUSMA. Claims against the Organization totalling $74.2 million were resolved for under $25.2 million, a reduction in actual liability from that claimed of 66.1 per cent.

The Office continued to serve as the secretariat of and provide substantive support to the Sixth Committee of the General Assembly, the International Law Commission, UNCITRAL and the Commission on the Limits of the Continental Shelf. In addition, it prepared 143 new volumes of the United Nations Treaty Series, registered 2,545 treaties and 1,949 treaty actions, and processed 3,596 depositary notifications.

Challenges and lessons learned

The engagement of the Office in the early stages of a field mission and its ongoing participation in various integrated task forces provided several benefits, including the opportunity to mainstream legal frameworks into mission planning and decision-making, provide early warning of emerging challenges and help avoid or resolve problems before positions are established. Experience shows that legal advice in intergovernmental negotiations, as well as dissemination and capacity-building initiatives, in the field of treaty law contributes significantly to promoting the participation in the multilateral treaty framework and the implementation of Article 102 of the Charter of the United Nations. To better achieve its goals of providing technical assistance to support the implementation of standards and coordination with other organizations active in the field of international trade law, increased efforts need to be taken to raise extrabudgetary funds. Such efforts can benefit from the considerable interest resulting from the creation of the UNCITRAL Regional Centre for Asia and the Pacific, which has prompted a number of similar initiatives by prospective donors.

Output implementation rate

226. The above-cited results are based on the implementation of 89 per cent of 1,756 mandated, quantifiable outputs.

227. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 8) and Corr.1).

Executive direction and management

(a) Increased timeliness of submission of documentation

228. In 2012, 98 per cent of documentation was submitted on time. The Office of Legal Affairs has been informally advised that the figure for 2013 is again expected to be 98 per cent; the exact figures, however, were not available at the time of preparing the present report.

(b) Enhanced coordination in the work of legal advisers and legal liaison officers of the United Nations system

229. The six coordination meetings held during the biennium, as proposed in the Office's programme of work, allowed legal advisers working in a variety of fields and organizations to exchange experiences and share information on issues of common interest in order to improve their coordination and communication and promote system-wide coherence of legal advice. There was very strong attendance and participation at these meetings and the response and follow-up was positive. The meetings also provided the Office with the opportunity to brief legal representatives from specialized agencies, funds and programmes, peacekeeping operations and special political missions on current legal issues facing the Organization. Extensive preparations and close coordination with all participants on the agenda of the meetings was required.

Subprogramme 1

Provision of legal services to the United Nations as a whole

Facilitation of the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated

230. During the biennium, the Office of the Legal Counsel provided well-coordinated and consistent legal advice and services to the United Nations. Specifically, the Office serviced the Organization by, inter alia, assisting various committees and legislative bodies in the implementation of United Nations' rules of procedure; supporting the operation of the United Nations and the United Nations-assisted international criminal tribunals, as well as the prosecution by national courts of persons accused of international crimes; providing advice on legal questions concerning the privileges and immunities and the status of the Organization in territories of Member States; providing advice on the necessary legal instruments, legal regimes and mandates for all peacekeeping operations and other missions; and liaising with the International Court of Justice and discharging the responsibilities of the Secretary-General under the Statute of the Court.

Subprogramme 2
General legal services to United Nations organs and programmes

(a) Maximization of the protection of the legal interests of the Organization

231. The General Legal Division continued to develop improved standard legal instruments and forms of agreement designed to protect the status and maintain the privileges and immunities of the United Nations. During the biennium, there were no instances in which, unless waived, the privileges and immunities of the United Nations were not maintained by the Office of Legal Affairs and the General Legal Division.

(b) Minimization of the legal liabilities of the Organization

232. During the biennium, claims against the Organization that were resolved by the General Legal Division and originally totalled over $74.2 million were actually resolved for under $25.2 million, a reduction in actual liability from that claimed of 66.1 per cent. Thus, the Organization's actual legal liability for claims resolved by the Division was 33.9 per cent of the amount originally claimed.

Subprogramme 3
Progressive development and codification of international law

(a) Progress in the formulation of legal instruments

233. The Codification Division continued to serve as the secretariat for and to provide substantive support to a number of legal bodies, including the Sixth Committee of the General Assembly and the International Law Commission. The most significant achievements during the biennium relate to the work of the Commission, which concluded the first reading of the draft articles on the expulsion of aliens in 2012 and made moderate progress on instruments pertaining to the protection of persons in the event of disasters; subsequent agreements and subsequent practice in relation to the interpretation of treaties; and immunity of State officials from foreign criminal jurisdiction. The Sixth Committee also continued its efforts aimed at completing a comprehensive convention against international terrorism. The Division contributed to this work by carrying out research on various topics, preparing analytical studies, background papers and numerous parliamentary documents and providing expert legal advice.

(b) Wider appreciation and understanding of international law

234. Under the United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, the Codification Division continued to conduct the International Law Fellowship Programme, in cooperation with The Hague Academy of International Law. The Division also conducted three regional courses in international law, one for Asia and the Pacific (2012) and two for Africa (2012 and 2013). One regional course, intended for Asia and the Pacific, was cancelled at a late stage owing to a lack of anticipated voluntary contributions. The Division continued to maintain the Audiovisual Library of International Law, which has been accessed by over 1 million individuals and institutions in the 193 Member States. The Division also completed several volumes of leading international law publications. The backlog on the *Repertory of Practice*

of United Nations Organs has been almost eliminated and the work continued for the most recent supplement covering the period 2000-2009.

Subprogramme 4
Law of the sea and ocean affairs

(a) Increased participation of States in and effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements

235. The Office of Legal Affairs, through the Division for Ocean Affairs and the Law of the Sea, continued to contribute to the effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing agreements through the provision of information, advice and assistance to States, intergovernmental organizations and other entities; the preparation of the annual reports of the Secretary-General on oceans and the law of the sea and the report on sustainable fisheries and other documents and publications; and the efficient servicing of meetings of the General Assembly and convention bodies. As a result, the number of States parties to the Convention and the agreements increased from 381 in December 2011 to 392 in December 2013. In addition, there were 99 deposits of charts and lists of coordinates by States under the Convention as at the end of the biennium — 13 deposits more than the targeted 86.

(b) Enhanced cooperation and coordination among stakeholders with a view to deriving benefits from the use of oceans and seas.

236. The Division assisted States in deriving benefits from the use of oceans and seas and continued to provide efficient support to the Commission on the Limits of the Continental Shelf. As a result of these activities, the number of recommendations issued by the Commission increased to 18 in 2013 (exceeding the target of 11). The Division was involved in 64 activities at the international level aimed at improving the sustainable development of the oceans and seas (exceeding the target of 49); and organized, participated in or contributed to 103 activities for the purpose of increasing cooperation on conservation and sustainable use of marine living resources (exceeding the target of 97). The increases reflect, inter alia, the strong momentum for oceans at the United Nations Conference on Sustainable Development and the renewed cooperation efforts relating to the conservation and sustainable use of marine living resources and, in particular, biodiversity in areas beyond national jurisdiction.

(c) Facilitation of decision-making by the General Assembly as well as other bodies under the Convention

237. The Division facilitated decision-making by the General Assembly and bodies under the United Nations Convention on the Law of the Sea by providing enhanced services to meetings of the Assembly and Convention bodies and by issuing the comprehensive annual reports of the Secretary-General on oceans and the law of the sea, the report on sustainable fisheries and other publications as mandated by the Assembly. On average, 73 per cent of Member States and other entities indicated a high level of satisfaction for the services provided by the Division.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws

238. Notable progress was made towards the effective modernization of trade law with the entry into force of the United Nations Convention on the Use of Electronic Communications in International Contracts, the adoption of rules on transparency in treaty-based investor-State arbitration and the General Assembly's invitation to the Secretary-General to establish the related transparency repository. The International Trade Law Division placed particular emphasis on promoting the adoption and use of the most recent texts of UNCITRAL, which resulted in 63 treaty actions and national enactments of UNCITRAL texts during the biennium; the reported 193 judicial and arbitral decisions based on those texts provide objective evidence of their practical use. A new edition of the *Digest of Case Law on the United Nations Convention on Contracts for the International Sale of Goods* and the *2012 Digest of Case Law on the Model Law on International Commercial Arbitration* were published during the reporting period.

(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards

239. The number of new publications discussing the work of UNCITRAL and of mentions of UNCITRAL in legal databases increased steadily. During the biennium, 1,066 additional publications were collected in the UNCITRAL bibliography. Page views on the UNCITRAL website are an indirect but significant way of assessing the level of interest in texts developed by UNCITRAL. The average number of daily visits to the UNCITRAL website totalled 2,399. The number of daily visits stabilized, but it should be noted that the trend shows constantly increasing interest in pages in languages other than English. The website, which is commonly regarded worldwide as an important source of trade law, is available in the six official languages of the United Nations.

(c) Improved coordination and cooperation among international organizations active in the field of international trade law

240. Actions included the conduct of research, the preparation of coordination papers and the organization of and attendance at coordination and consultation meetings. These resulted in greater awareness generally of the work programmes and the activities of relevant international organizations and in the identification of areas of mutual interest and opportunities and of the need to enhance coordination and cooperation efforts to avoid duplication and overlap. The specialized unit dealing with technical assistance and coordination took steps to identify and pursue opportunities for joint activities, resulting in more activities and greater focus. As a particularly significant step towards increasing the outreach of UNCITRAL to developing countries and fostering greater awareness about the need for law reform in the fields of international trade law and coordination with regional economic organizations, the UNCITRAL Regional Centre for Asia and the Pacific was

established in the Republic of Korea with support from the Government. The Centre became fully operational during the biennium 2012-2013.

(d) Facilitation of the work of the United Nations Commission on International Trade Law

241. The ratings given by delegates to the UNCITRAL secretariat showed a high level of satisfaction. However, the small number of replies received each year would suggest that delegates and observers of the States members of UNCITRAL do not consider it crucial to evaluate specifically the secretariat on the occasion of the session of the Commission. The overall satisfaction of the clients of the UNCITRAL secretariat was also reflected in oral statements made by delegates to the Sixth Committee and in letters of appreciation occasionally received throughout the reporting period.

Subprogramme 6
Custody, registration and publication of treaties

(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat

242. During the biennium, the Treaty Section made good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. In 2012-2013, the Office of Legal Affairs prepared 143 new volumes of the United Nations Treaty Series, registered 2,545 treaties and 1,949 treaty actions, and processed 3,596 depositary notifications. The website of the Treaty Section was frequently consulted, averaging 391,300 monthly page views.

(b) Ongoing State participation in the multilateral treaty framework

243. During 2012-2013, the Treaty Section assisted in promoting participation in the treaties deposited with the Secretary-General through the organization of two annual treaty events and two special treaty events, as well as capacity-development activities. The two annual treaty events organized by the Section resulted in a total of 199 treaty actions by Member States compared with 132 such actions in 2010-2011.

(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat

244. The Treaty Section has continued its efforts to disseminate widely information on the applicable procedures for the deposit of treaty actions and the submission of treaties and treaty actions for registration, including through training seminars and the provision of advice and assistance. Such information and advice has facilitated the submission by States and intergovernmental organizations of instruments for deposit and treaties and treaty actions for registration in proper form thus facilitating timely processing.

(d) Respect for the international treaty framework

245. The four training seminars conducted by the Treaty Section with the United Nations Institute for Training and Research at Headquarters during the biennium and the regional seminar held by the Treaty Section in Lima in 2013 received very positive feedback from Member States and other participants. The Section also continued to respond to a substantial number of requests for advice and assistance from States, United Nations offices, specialized agencies and treaty bodies on depositary and registration-related questions, as well as the drafting of final clauses.

Section 9
Economic and Social Affairs

Highlights of programme results

During the biennium, the Department of Economic and Social Affairs continued to promote and support the preparations for the post-2015 United Nations development agenda. In its role as secretariat of the United Nations Conference on Sustainable Development and of the Third International Conference on Small Island Developing States, the Department provided support to the former, as well as to the follow-up on the implementation of the agreements reached at that conference, and to the preparatory process for the latter, which is be held in Samoa in 2014. The Department effectively supported a considerable number of meetings and events, including the High-level Meeting on Disability and Development, the High-level Dialogue on International Migration and Development, the High-level Dialogue on Financing for Development, the special event to follow up on efforts made towards achieving the Millennium Development Goals and the inaugural meeting of the High-level Political Forum on Sustainable Development. The Department continued to collect, compile and analyse critical data on a broad range of topics and provided policy and technical advice to intergovernmental processes through its flagship publications, such as the *World Economic Situation and Prospects* and the *World Economic and Social Survey*, and parliamentary documentation. It launched and further enhanced its intranet as a central and internal knowledge repository. The Department supported the 2012 quadrennial comprehensive policy review process and developed a detailed follow-up plan to monitor implementation of the General Assembly resolution on the review. Progress in terms of the Department's capacity-development work continued, with the finalization of a plan for implementing its capacity-development strategy and the design of a capacity-development integrated workplan. The Department also strengthened its monitoring and evaluation capacity and finalized its evaluation policy.

Challenges and lessons learned

Advance planning and good communication are crucial for enhancing the Department's normative, analytical and capacity-development work in the economic, social and environmental fields. The expanded Executive Committee on Economic and Social Affairs intensified efforts to coordinate United Nations system preparations for the United Nations Conference on Sustainable Development and to keep the United Nations system engaged in the implementation of the agreements reached at that conference. It also coordinates preparations for the Third International Conference on Small Island Developing States. The Department's evaluation policy, which was finalized in July 2012, represents an important step towards enhancing the in-house evaluation function; it will be followed by further efforts to strengthen the Department's self-evaluation capacity.

Output implementation rate

246. The above-cited results are based on the implementation of 96 per cent of 3,196 mandated, quantifiable outputs.

247. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 9)).

Executive direction and management

(a) Programme of work is effectively managed

248. Continuous efforts were made to ensure timely delivery of outputs and services and effective and efficient use of resources. The Department achieved an overall output implementation rate of 96 per cent. The budget utilization rate was estimated at 98 per cent.

(b) Increased timeliness of submission of documentation

249. In 2012, 249 pre-session documents were slotted for submission, 224 of which were submitted on time, resulting in a compliance rate of 90 per cent. In 2013, the rate improved further, with 315 pre-session documents slotted for submission, of which 308 were submitted on time, resulting in a compliance rate of 98 per cent.

(c) Enhanced policy coherence in the management of the economic and social activities of the United Nations Secretariat through the support of the Executive Committee on Economic and Social Affairs

250. The Department initiated specific and focused activities with entities of the Executive Committee on Economic and Social Affairs and other relevant entities of the United Nations system. These activities included: (a) coordinated support to the follow-up to the United Nations Conference on Sustainable Development and preparations for the Third International Conference on Small Island Developing States; and (b) substantive work on the preparations for the post-2015 development agenda. The Department also provided strong support to engagement by the

Executive Committee in the consultation processes of the Secretary-General's Policy Committee.

Subprogramme 1
Economic and Social Council support and coordination

(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals and the Millennium Development Goals, and in reinforcing the linkages between global policy discussion and national efforts intended to achieve those goals, including through the annual ministerial review and the Development Cooperation Forum

251. With the Department's support, at the 2012 annual ministerial review, held under the theme "Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals", a ministerial declaration with the same title was adopted. In 2013, the annual ministerial review focused on the theme "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals". The two ministerial declarations adopted during the biennium in the framework of the annual ministerial reviews contained important policy recommendations that were the subject of follow-up action by the United Nations system entities and Governments. The Department also helped organize the special event to follow up on efforts made towards achieving the Millennium Development Goals, held during the sixty-eighth session of the General Assembly. The Department prepared a draft road map towards a summit on the post-2015 development agenda that was adopted as part of the outcome document of the special event. The Department prepared recommendations for strengthening the Economic and Social Council that formed the basis for the General Assembly resolution 68/1.

(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system

252. The Department continued to support the efforts of the Economic and Social Council to provide the United Nations system with cross-sectoral coordination and overall system-wide guidance. In order to strengthen and improve interaction between the Council and its subsidiary bodies, the Department organized two meetings of the Bureau of the Council with the Chairs of the subsidiary bodies, during which participants discussed the role of the Council in the follow-up to the United Nations Conference on Sustainable Development, Council reform, the discussions on the post-2015 development agenda and issues of coordination and coherence between the Council and its subsidiary bodies. Follow-up meetings of the secretariats of the Council bodies also took place during 2012-2013. Those meetings helped raise the awareness of representatives of both intergovernmental entities and the Secretariat of the need to align the content of the Council agenda with the priorities of subsidiary bodies as they prepare for upcoming sessions.

(c) *Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Peacebuilding Commission*

253. The Department continued to enhance the role of the Economic and Social Council in the area of post-conflict reconstruction and development, including by strengthening cooperation between the Council and the Peacebuilding Commission. The Council and the Peacebuilding Commission held joint bureaux meetings in 2012 and 2013, as well as a joint event entitled "Partnerships for job creation for young people in countries emerging from conflict". An example of the enhanced role of the Council in the area of post-conflict reconstruction and development was the extension of the mandate of its Ad Hoc Advisory Group on Haiti for another year and the Group's successful visit to Haiti. The visit, organized by the Office of Economic and Social Council Support and Coordination, improved relations between the Council and the Haitian authorities, as exemplified by the participation of the Minister of Development Cooperation of Haiti in the substantive session of the Council, in July 2012.

Subprogramme 2
Gender issues and advancement of women

254. Pursuant to General Assembly resolution 64/289, the existing mandates and functions of the Division for the Advancement of Women were integrated into UN-Women, which became operational on 1 January 2011. Thus, information on subprogramme 2 is reported under section 17, UN-Women.

Subprogramme 3
Social policy and development

(a) *Increased attention to poverty eradication, employment generation and social integration, with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples*

255. The Department continued to support awareness-raising and consensus-building among Member States and to strengthen the international debate on poverty eradication, full employment, decent work and social integration, placing particular emphasis on social groups. Major achievements in 2012-2013 included: an action-oriented policy on social integration; positive resolutions on poverty and development, social dimensions of NEPAD, older persons, youth, persons with disabilities and indigenous peoples that incorporate policy recommendations of the Division for Social Policy and Development; closure of the International Year of Cooperatives with the launch of a programme of action (2012); the High-level Meeting on Disability and Development (2013), which resulted in a concise and action-oriented outcome document; preparations for the World Conference on Indigenous Peoples, to be held in 2014, and the anniversary of the International Year of the Family, also in 2014; and continued support to the open-ended working group of the General Assembly on the rights of older persons and substantive contributions to the post-2015 development process to ensure the integration of social development.

(b) Increased knowledge and skills for implementing social policies at the national and community levels with a view to strengthening capacity of Member States in this regard

256. The subprogramme achieved further integration of technical cooperation and normative activities, with the objectives of raising awareness of social group issues and supporting Member States and civil society to develop and implement policies and programmes to promote global goals and commitments at the national and community levels. This work involved supporting policy development for specific social groups and promoting mechanisms and methodologies for greater social inclusion. Areas of primary concern were older persons, persons with disabilities, families and indigenous peoples. In support of the International Year of Cooperatives, the subprogramme undertook efforts to strengthen national and regional skills and knowledge in promotion of the cooperative enterprise model.

(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development

257. The subprogramme has increased the visibility of the work of the Division for Social Policy and Development through its websites and social media tools (newsletters, Facebook, Twitter and YouTube), focusing on the observation and preparation of international years (International Year of Cooperatives), anniversaries (International Year of the Family) and high-level meetings (on persons with disabilities and on indigenous peoples) and older persons and youth. The establishment of a new web portal entitled "United Nations Social Development Network" has contributed to a significant increase in the number of visits to and downloads of documents and information materials from the websites. Enhancing access played a critical role in servicing the intergovernmental machinery and in promoting the work and objectives of the Division in the field of social development. Utilization of an online pre-registration system resulted in high numbers of participants from civil society at intergovernmental forums and stakeholder events, thus contributing to promoting cooperation, networking and knowledge-sharing on social development issues.

Subprogramme 4
Sustainable development

(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions of the multi-year programme of work to advance implementation in the areas of forests, biodiversity, biotechnology, tourism and mountains

258. The Division for Sustainable Development provided substantive and technical support to intergovernmental processes, including the United Nations Conference on Sustainable Development, the Open Working Group on Sustainable Development Goals, the Intergovernmental Committee of Experts on Sustainable Development Financing, the inaugural session of the High-level Political Forum on Sustainable Development created at the Conference on Sustainable Development and the preparations for the Third International Conference on Small Island Developing States. Feedback from delegates and other major stakeholders at the Conference on Sustainable Development and during its preparations, as well as during the Second Committee meetings and informal discussions by the Division with delegates,

suggested that there was significant satisfaction with the support provided by the Secretariat.

(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels

259. The Division continued to make its websites more user friendly to increase access by the public and to provide up-to-date information on a range of sustainable development issues, including two decades of normative and analytical work on related topics. The overall number of visits and downloads during the biennium 2012-2013 totalled 3,398,898. Over 10,306,984 page views were recorded. Inputs from Member States and other stakeholders included over 6,000 pages of suggestions for the outcome of the United Nations Conference on Sustainable Development and over 1,400 voluntary initiatives for sustainable development. The websites now provide information regarding preparations for the Third International Conference on Small Island Developing States.

(c) Enhanced technical, human and institutional capacities of developing countries and countries with economies in transition to implement actions and national strategies for sustainable development in energy, water, natural resources and sustainable consumption and production

260. The Division continued to provide technical and substantive capacity-building assistance to developing countries and countries with economies in transition. In partnership with UNDP, it provided technical and policy advisory support to 80 developing countries in their national preparations for and participation in the United Nations Conference on Sustainable Development. According to feedback from participants and project beneficiaries reflecting appreciation for the services and the assistance provided, the target of 93 per cent of countries expressing satisfaction was achieved. During the biennium, over 560 national experts (more than twice the target) benefited from the capacity-development efforts made by the Division. The Division also supported 28 small island developing States in their preparations for the Third International Conference.

Subprogramme 5
Statistics

(a) Strengthened global statistical system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators

261. Participation in the sessions of the Statistical Commission, which are the key events of the global statistical system, increased to a historic high during the biennium, reflecting the broad interest of Member States in actively shaping the agenda of the global statistical system. Participation in other events organized by the Statistics Division, including high-level forums on geospatial information management, remained high as well. Participation by developing countries in the events organized by the Statistics Division increased considerably owing to the

availability of funding from the Division's own funds and from projects and to donor support.

(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme

262. All types of users (Governments, research institutes, partner organizations, the private sector and the general public) continued to express significant interest in the data and electronic products of the Division. In terms of its core business area of data dissemination, the Division increased the rate of satisfaction with data queries by 19.8 per cent. In respect of visits to the website by the general public, demand reached a reasonable growth level of 3.6 per cent (surpassing the target of 2 per cent).

(c) Strengthened capacity of developing countries, in particular the least developed countries, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields to produce quality data for policymakers and the public in general

263. The building of statistical capacity is one of the key pillars of the work of the Statistics Division and is fully integrated with the Division's data and methodological development work. A total of 47 capacity-building activities were conducted during the biennium, with 78.2 per cent of participants indicating that training materials were subsequently used and recommendations were implemented. These results surpassed the original targets of 36 events and a satisfaction rate of 73 per cent.

Subprogramme 6
Population

(a) Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding, at the national level, in particular in the areas of fertility, mortality, migration, HIV/AIDS, urbanization, population growth, population ageing and the environment

264. During the biennium, the Population Division supported the forty-fifth session, on adolescents and youth, and the forty-sixth session, on migration, of the Commission on Population and Development, both of which appealed to a broader-than-usual set of constituencies, as well as the second High-level Dialogue on International Migration and Development. In addition to holding briefings in advance of the annual sessions of the Commission, the Division organized five preparatory meetings for the High-level Dialogue. The Division also co-led the global thematic consultation on the role of population dynamics in the post-2015 development agenda, which included organizing two briefings for Member States and separate face-to-face consultations with representatives of academia, civil society and the private sector.

(b) Effectively facilitate review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development, the outcome of the twenty-first special session of the General Assembly and the outcomes of the United Nations conferences and summits in the social and economic fields related to population and development, including the Millennium Summit and the 2005 World Summit

265. Based on feedback from Member State delegations, the Division effectively facilitated review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development. Complimentary references to the timely, technically sound and policy-oriented documentation produced by the Population Division as well as the Division's role in substantively servicing the Commission were made by 40 delegations. One delegation stated that the "Population Division continues to play an essential role as a source of policy-neutral population expertise", while another commended the Division "on its excellent work relating to the analysis of population trends, monitoring the implementation of the Programme of Action, preparing population projections and making information about their work available to the community of nations".

(c) Improved accessibility and timeliness of population information and data for use by Member States, the United Nations system, civil society and academia

266. During 2013, the Population Division continued to update and expand its website in order to provide Member States with access to timely information on population. For the first time, the Division also made all of its population datasets available online and launched several new interactive web-based tools to enable users to access data faster and more easily than ever before. Traffic statistics indicate that in 2013 the Division's website was visited by approximately 3,300 people every day, generating about 1.2 million page views for the year. Finally, the Population Division upgraded its e-mail announcement service, which is used to alert subscribers about important news, events and developments concerning the Division's activities. The service currently has some 2,500 subscribers from all over the world.

Subprogramme 7
Development policy and analysis

(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges, in particular in the context of advancing the internationally agreed development goals, including the Millennium Development Goals, and with full consideration of the implications of major cross-cutting issues for the international development agenda

267. The analytical outputs of the Development Policy and Analysis Division strengthened the debate in the General Assembly and the Economic and Social Council by providing unbiased analyses of development issues and policies. The main products were the *World Economic and Social Survey* (2012 and 2013), the report of the Committee for Development Policy on its fourteenth session (E/2012/33) and on its fifteenth session (E/2013/33), the policy note by the Committee for Development

Policy entitled *The United Nations Development Strategy Beyond 2015*, the *Millennium Development Goals Gap Task Force Report* (2012 and 2013) and three reports of the Secretary-General (A/66/138, A/68/202 and A/68/265). Their impact was reflected in related General Assembly and Economic and Social Council resolutions and decisions. The subprogramme also led the coordination of the United Nations System Task Team on the Post-2015 Development Agenda and the publication of many reports of the Task Team.

(b) Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries

268. The analytical outputs of the Division strengthened the dialogue on the world economic situation in the General Assembly and the Economic and Social Council. The main outputs were the *World Economic Situation and Prospects* (2012 and 2013) and joint reports by the Division, with inputs from the Financing for Development Office of the Department, UNCTAD and the regional commissions. At the high-level segment of the Council in 2012 and 2013 the annual publication and its mid-year updates (E/2012/72 and E/2013/70) were discussed. Content from the publication, including its mid-year and monthly updates, and the Division's global vulnerability monitor are regularly incorporated into speeches by the Secretary-General and other United Nations officials and cited in a number of reports and notes of the Secretary-General.

(c) Strengthened capacity of developing countries to integrate macroeconomic, environmental and social policies in national development strategies and to make macroeconomic stability compatible with the long-term goals of poverty eradication and sustainable development

269. Capacity-building activities related to supporting finance and planning authorities to formulate and implement macroeconomic policies and to strengthening macroeconomic and social policy coherence through integrated micro-macro modelling were completed during the biennium. Capacity-development activities covered, with varying intensity, about 75 beneficiary countries, including all the least developed countries. Nineteen countries are expected to integrate macroeconomic and social policies into national development strategies, with a focus on sustainable development, with the support of the Division.

270. In addition, the website assisting least developed countries to confront their special development challenges and achieve progress in terms of graduating from the least developed countries category, continued to be revised to improve accessibility and interaction and received long-term support from the General Assembly (see resolution 67/221). The Division also continued work on the Integrated Implementation Framework, which presents both qualitative information and quantitative data on global financial and policy commitments in support of achieving the Millennium Development Goals. The Integrated Implementation Framework website was launched by the Secretary General in June 2012.

Subprogramme 8
Public administration, finance and development

(a) Improved accessibility of information, knowledge-sharing and partnerships through the United Nations Public Administration Network and the Public Administration Knowledge Space

271. In 2012-2013, the success of the Division for Public Administration and Development Management at improving the accessibility of information and knowledge-sharing was demonstrated by the 82,925,220 page views recorded for the United Nations Public Administration Network and the 632,462 page views recorded for the United Nations public administration country studies. The Division was also able, through the United Nations e-Government survey, to provide policymakers and stakeholders with valuable inputs for tapping into e-government for economic, social and environmental development and for further consolidating national development strategies for sustainable development.

(b) Enhanced dialogue, resolutions and actions on public administration and governance issues

272. The positive impact made by the Division was reflected in the references contained in reports and resolutions of intergovernmental bodies, including General Assembly resolutions 67/195 and 68/198, on information and communications technologies for development, and 66/209, on promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions. Member States also affirmed the Division's usefulness by requesting nine advisory missions, including to developing countries such as Haiti and Rwanda. In addition, 45 references, recommendations and decisions were made in national plans and policies on the basis of publications and products of the Division.

(c) Increased capacity of national and local governments to strengthen professionalism, accountability and excellence in the public sector

273. During the biennium, the Division promoted innovations and shared best practices in public administration, including through two ceremonies for the United Nations Public Service Awards and Public Service Day, at which 13 capacity-building workshops were held for 1,300 participants. Interest in the Awards in particular grew significantly: 1,071 nominations were received during the biennium, representing 73 Member States in 2012 and 82 Members States in 2013. National and local governments continued to take advantage of the courses offered through the Online Training Centre of the United Nations Public Administration Network, which recorded 5,482 enrolments. At least 29 methodological and technical recommendations in 22 countries were implemented as a result of advisory services and technical cooperation projects provided by the Division.

Subprogramme 9
Sustainable forest management

(a) Effective international dialogue on sustainable forest management, with a focus on forests and economic development and means of implementing sustainable forest management

274. The subprogramme continued to effectively promote international dialogue on sustainable forest management, with significant decisions arising from the tenth session of the United Nations Forum on Forests, at which important discussions were held on forests and economic development, on preparing for the review of the international arrangement on forests in 2015 and on advancing the prominence of forests in the post-2015 United Nations development agenda. The subprogramme also facilitated the adoption of the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), in which Heads of State and Government fully recognized the significance of forests in sustainable development, and Assembly resolution 67/200, on the International Day of Forests. Five workshops on the process of facilitating forest financing attended by over 100 country representatives produced concrete recommendations on mobilizing financing for forests and addressing the associated challenges.

(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards the Global Objectives on Forests

275. Three workshops on strengthening national capacities to report to the United Nations Forum on Forests were organized during 2012 and produced a new, streamlined reporting format. More than 75 countries and regional organizations used the new format to report to the Forum at its tenth session, an unprecedented number. The format also facilitated systematic reporting by subregional organizations.

(c) Improved international collaboration and coordination on forests through more effective and better knowledge on sustainable forest management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests

276. The subprogramme strengthened more than 16 partnerships with members of the Collaborative Partnership on Forests, regional and subregional, intergovernmental and non-governmental organizations during the biennium and facilitated the first-ever organization-led initiative of the Partnership in September 2012. The factsheets produced by the Partnership on different aspects of sustainable forest management raised public awareness of the contribution made by and the potential of forests in terms of sustainable development at the United Nations Conference on Sustainable Development. Through the subprogramme, stakeholder participation was strengthened and an interactive multi-stakeholder dialogue was held at the tenth session of the United Nations Forum on Forests to emphasize the importance of forests to indigenous peoples and local communities. In addition, the subprogramme coordinated the preparation by the Partnership of a major study on forest financing, which was a significant input to the tenth session of the Forum and the basis for the Forum's decisions on forest financing.

(d) Increased awareness and political support for national-, regional- and global-level actions on sustainable forest management

277. The subprogramme successfully facilitated and supported the adoption of the General Assembly resolution on the International Day of Forests and continued to provide advice and support to countries and organizations on effective plans to celebrate the Day. Five interregional capacity-building workshops on national reporting were organized, which significantly increased national capacities to implement the non-legally binding instrument on all types of forests. Building on the success of the International Year of Forests outreach campaign, the subprogramme launched the second edition of the Forest Heroes Award, a second international short film festival and an international photography contest to broaden its outreach efforts. Numerous multimedia and video products were submitted. The tenth session of the United Nations Forum on Forests featured a major "Forests for people" awards ceremony, at which 16 inspiring individuals were honoured. These activities generated great interest from both Member States and the media.

(e) Enhanced assistance to Member States receiving assistance in developing and implementing forest conservation and rehabilitation strategies and in increasing the area of forests under sustainable management in order to maintain and improve their forest resources, with a view to enhancing the benefits of forests

278. More than 13 Member States requested and received assistance from the subprogramme during the biennium. For example, substantive support was provided to Viet Nam for the country-led initiative entitled "A pathway to a green economy in the context of sustainable development: focus on the role of markets in the promotion of sustainable forest management" and to Ukraine for the country-led initiative entitled "The Lviv Forum on Forests in a Green Economy: actions and challenges for the countries of Eastern Europe and Northern and Central Asia". In addition, the subprogramme, through the United Nations Forum on Forests, provided strategic and technical assistance to developing countries in identifying obstacles and opportunities for gaining access to financing from all sources and for all types of forests. Assistance was provided to groups of countries with low levels of forest cover, small island developing States, the least developed countries and African States.

Subprogramme 10
Financing for development

(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the Doha Declaration on Financing for Development, the outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development and other related outcomes

279. The subprogramme reached its biennial target of 32 major inputs from Governments, regional groupings and institutional and non-institutional stakeholders to the annual assessment of the implementation of the Monterrey Consensus and related outcomes. As in previous bienniums, in 2012-2013 substantive inputs from the World Bank, the International Monetary Fund, WTO, UNCTAD and UNDP, as well as the ministerial declaration of the Group of 77 and China, served as major contributions to the annual reports submitted to the General

Assembly on follow-up to and implementation of the Monterrey Consensus and Doha Declaration on Financing for Development (A/67/339 and A/68/357) and the Economic and Social Council on coherence, coordination and cooperation in the context of financing for development (E/2012/7 and E/2013/52) and thus contributed to the effective multi-stakeholder monitoring of the implementation of the Monterrey Consensus. Of note, during 2012, were the addition of two inputs, one submitted on behalf of the Global Governance Group (see A/66/821, annex) and one submitted on behalf of the Group of 20 (see A/66/877, annex), related to role of the United Nations and the Group of 20 in global governance (see A/67/769).

(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination

280. The most notable intergovernmental agreement in 2012-2013 was the outcome of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), which led to the establishment of the Intergovernmental Committee of Experts on Sustainable Development Financing. The Committee held two sessions in 2013. Its final objective was to prepare a report containing proposals for an effective, sustainable development financing strategy in 2014. The ongoing efforts to strengthen the follow-up mechanism on financing for development culminated in the decision to convene, in 2015 or 2016, a third international conference on financing for development, with a comprehensive scope (see Assembly resolution 68/204). In addition, the Secretary-General issued a report on the modalities of the financing for development follow-up process, which included options for strengthening that process (A/67/353).

(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process, to ensure proper follow-up to the implementation of agreements and commitments reached at the Monterrey and Doha conferences on financing for development and the Conference on the World Financial and Economic Crisis and Its Impact on Development

281. The 2012-2013 programme of multi-stakeholder events on financing for development featured a series of five meetings on sovereign debt restructuring organized by the Financing for Development Office of the Department of Economic and Social Affairs in collaboration with relevant stakeholders. Also, the 2012 and 2013 special meetings of the Economic and Social Council on international cooperation in tax matters featured multi-stakeholder panel discussions on current topics in international tax cooperation, involving relevant international organizations. The centrepieces of those meetings were the official launch of the 2011 update of the United Nations Model Double Taxation Convention between Developed and Developing Countries and the 2012 United Nations Transfer Pricing Practical Manual for Developing Countries. Both Council meetings were preceded by expert group meetings on the current areas of work of the Committee of Experts on International Cooperation in Tax Matters, namely "Transfer pricing and capacity-development in tax matters" (2012) and "Extractive industries taxation" (2013). Moreover, a capacity-development meeting was held on the administration and

negotiation of double tax treaties, which was attended by representatives of 32 developing countries.

Section 10
Least developed countries, landlocked developing countries and small island developing States

Highlights of programme results

The Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States succeeded in placing the special needs and concerns of the three of the most vulnerable groups of countries high on the international agenda, including at the United Nations Conference on Sustainable Development, the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the Ninth Ministerial Conference of WTO. The Office supported the three groups of countries in their elaboration of the post-2015 development agenda and the sustainable development goals. Participants in the Ninth Ministerial Conference of WTO adopted a package for least developed countries and an agreement on trade facilitation that was favourable to landlocked developing countries. For the first time, the Office published a report on the state of the least developed countries, covering 2013. In support of the Istanbul Programme of Action, the Office, together with other United Nations entities, organized 15 joint meetings for least developed countries and their development partners, including a high-level event on sustainable energy for least developed countries. The Office made significant progress in the preparations for the 10-year review conference of the Almaty Programme of Action and successfully organized the regional review meetings for Asia and Europe, Africa, and Latin America, and 14 thematic pre-conference events in collaboration with the United Nations entities.

Challenges and lessons learned

Important lessons were learned on the need to strengthen the network of national focal points for the least developed countries, to enable network members to further exchange views on global developments on and experiences regarding the mainstreaming of the Istanbul Programme of Action. Lessons were also learned on the importance of identifying national-level focal points for landlocked developing countries in the preparatory process for the 10-year review conference and the implementation of the Programme of Action. A number of key stakeholders in the international community did not refer to countries currently recognized within the United Nations system as small island developing States with the same term, as they had developed their own groupings and labels for such countries. This may have an impact on the programme design going forward. All the subprogrammes recognized the importance of enhanced coordination among United Nations entities and other international and multilateral organizations for ensuring integrated follow-up and support for the three groups of countries.

Output implementation rate

282. The above-cited results are based on the implementation of 95 per cent of 251 mandated, quantifiable outputs.

283. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 10)).

Executive direction and management

(a) Programme of work is effectively managed and supported by staff and financial resources

284. The Office managed the programme effectively and provided the necessary support to Member States. It ensured that outputs were delivered within the established timelines and that resources were utilized effectively and efficiently.

(b) Increased timeliness of submission of documentation

285. The Office met its target of submitting 92 per cent of pre-session documents by the required deadline.

(c) Increased awareness of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing States that require attention by Member States and international organizations

286. The Office was able to raise awareness of the special needs and concerns of the least developed countries, landlocked developing countries and small island developing states in different international forums, including the United Nations Conference on Sustainable Development, the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and discussions on the post-2015 development agenda. As a result, declarations and resolutions that were adopted were supportive of the groups: each group had stand-alone paragraphs dedicated to them and several references in the outcome document of the United Nations Conference on Sustainable Development.

Subprogramme 1
Least developed countries

(a) Strengthened partnership between the least developed countries and development partners

287. The continued advocacy activities of the Office contributed to an increase in the number of measures taken by development partners in support of the least developed countries. The quality of aid also improved, including through an increase in the share of official development assistance allocated to productive capacity. WTO members agreed to streamline and facilitate the accession of the least developed countries to their organization and, at the Ninth Ministerial Conference, adopted a package for the least developed countries. In respect of science, technology and innovation, the advocacy and analytical work referred to in the report of the Secretary-General on the technology bank and science, technology and innovation supporting mechanism dedicated to the least developed countries (A/68/217) brought increased attention to the subject. In its resolution 68/224, the

General Assembly supported the establishment of a technology bank and science, technology and innovation supporting mechanism dedicated to the least developed countries under the auspices of the United Nations. The recommendations contained in the new report on the state of the least developed countries were reflected in Assembly resolution 68/224.

(b) Enhanced capacity of least developed countries to mainstream the new programme of action, the Millennium Development Goals and internationally agreed development goals into their national development strategies

288. Around 25 least developed countries have aligned their development plans and frameworks with the priority areas of the Istanbul Programme of Action, with a view to fostering development and achieving graduation. The Office organized four country-level workshops related to the mainstreaming and implementation of the Programme of Action in Angola, Bhutan, Ethiopia and Nepal, as well as two workshops for national focal points. Several of the least developed countries have announced their intention to graduate by 2020 and have started to develop strategies to reach that objective. The Office, in collaboration with other United Nations entities, has been providing support in that respect and has organized various events to ensure smooth transition strategies. In the Ministerial Declaration of the Least Developed Countries of 27 September 2013, deep appreciation was expressed for the Office's rigorous and high-quality follow-up and monitoring of the implementation of the Programme of Action (A/C.2/68/3, annex, para. 46).

(c) Enhanced coordination among United Nations entities and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries

289. The advocacy work of the Office contributed to an increased number of United Nations entities deciding to mainstream the Istanbul Programme of Action and integrate its provisions into their work programmes. Some agencies allocated 50 per cent or more of their budgets to the least developed countries. Four working groups were established to promote the implementation of the Programme of Action in critical areas, within the framework of the Inter-Agency Consultative Group for Least Developed Countries. The Office, together with other United Nations system organizations, implemented 15 joint activities, including a high-level event on sustainable energy for the least developed countries and a consultative meeting with the least developed countries and their main development partners, which highlighted the importance of including the priorities of the least developed countries in the post-2015 development agenda. The Office and the United Nations Development Group have issued operational guidelines for the country teams to follow up on the Programme of Action at the country level.

Subprogramme 2
Landlocked developing countries

(a) Progress towards establishing efficient transit transport systems and reducing trade transaction costs

290. The Office succeeded in mobilizing and reporting on international support to landlocked developing countries and raising international awareness of their special needs. International support to landlocked developing countries continued to

increase, including through the Aid for Trade initiative, foreign direct investment and technical and financial support aimed at establishing efficient transit systems and increasing their integration into the global trading system. Participants in the Ninth Ministerial Conference of WTO adopted an agreement aimed at further expediting the movement, release and clearance of goods. Laos and Tajikistan joined WTO in 2013, and Afghanistan, Ethiopia and Kazakhstan reached advanced stages of the accession process. The Office made significant progress in the preparations for the 2014 United Nations conference for landlocked developing countries; successfully organized the regional review meetings for Asia and Europe, Africa, and Latin America in 2013, in collaboration with the regional commissions; and supported the elaboration and negotiation of the intergovernmental agreement on the Trans-African Highway.

(b) Increased international resources in support of the special needs of landlocked developing countries

291. There was a continued increase in Aid for Trade disbursements to landlocked developing countries, from $4.7 billion in 2008 to $6 billion in 2010 and $6.4 billion in 2011. The Office made progress in its efforts to mobilize the support of international financial and development institutions, in particular the World Bank and the regional development banks, which have increased the amount of technical and financial resources for infrastructure development, transit cooperation and trade facilitation.

Subprogramme 3
Small island developing States

(a) Strengthened international support for the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

292. The advocacy efforts of the Office led to an increase in the recognition of the needs and vulnerabilities of small island developing States in major forums such as the United Nations Conference on Sustainable Development and its outcomes and the open-ended informal consultative process on the ocean and the law of the sea. In particular, the decision to convene the Third International Conference for Small Island Developing States in 2014, which would include a 10-year review of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, was linked to the advocacy efforts of the Office.

(b) Enhanced international support to small island developing States to enable them to adequately adapt to climate change

293. The Office continued to advocate enhanced international support to small island developing States, including through active participation in events such as the eighteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. The support contributed to favourable outcomes, particularly as regards international support for "loss and damages" experienced by small island developing States as a result of adverse climate change effects. Small island developing States gained a seat in the committee to administer the Green Climate Fund, which will be the primary funding mechanism to support

their adaptation to climate change. At the nineteenth session of the Conference of the Parties, a decision was taken to include "loss and damages" as an item under the adaptation rubric. By so doing, the international community recognized that climate change was already having an adverse impact on small island developing States and other vulnerable countries.

(c) Enhanced inter-agency collaboration and partnerships in support of the small island developing States

294. At the international level, the Office continued to be a key member of the inter-agency consultative group that includes United Nations system entities and other intergovernmental partners of small island developing States. The Office provided appropriate support during the regional preparatory meetings, including through close collaboration with regional entities and United Nations system entities operating at the regional level, including the regional commissions. The Office also organized, in collaboration with the Government of Barbados and the Caribbean Development Bank, a side event at the interregional meeting held in Bridgetown from 26 to 28 August 2013. At the event, the Office collaborated with private sector groups in the region, which enhanced support for small island developing issues. A publication containing data on small island developing States was also published.

Section 11
United Nations support to the New Partnership for Africa's Development

Highlights of programme results

The Office of the Special Adviser on Africa continued to support the General Assembly and the Economic and Social Council in their deliberations on Africa by coordinating the preparation of Africa-related progress reports. The Office coordinated and strengthened the Inter-Agency Task Force on Africa through regular meetings and followed-up on the implementation of global summit and conference outcomes related to Africa. In collaboration with partners, the Office played an active role in supporting African countries in their consultations and preparations for the United Nations Conference on Sustainable Development, the post-2015 development agenda and the sustainable development goals; serviced informal consultations leading to the establishment of a monitoring mechanism to review commitments made towards Africa's development (General Assembly resolution 66/293); continued its substantive advocacy and analytical work towards increasing support by the international community for Africa's development; and organized high-level panel discussions, expert group meetings and briefings. ECA continued to enhance United Nations system-wide coordination at the regional and subregional levels in support of NEPAD and African Union programmes. The Africa Section of the Department of Public Information, in coordination with the Office, continued to raise awareness of key thematic issues related to NEPAD through the publication of the magazine *Africa Renewal* and the website *Africa Renewal Online*.

Challenges and lessons learned

The challenge of achieving sustainable development in Africa is inextricably linked to the global economic situation. The aftermath of the global economic and financial crisis is likely to affect foreign support to Africa, thus negatively affecting the continent's growth prospects in the medium term. In the context of the formulation of a development agenda for the post-2015 period, the implementation of the outcome document of the United Nations Conference on Sustainable Development and ongoing strategic shifts at the African Union, the Office needed to be strengthened and its website revamped to meet the expanding requests and new priorities of Member States and African countries. Future programmes of support should include strategies to strengthen leadership by the African Union Commission at the regional level and by the regional economic communities at the subregional level. The role of the secretariat of the Regional Coordination Mechanism in Africa, located at ECA, continued to prove critical for stimulating joint programming among the clusters. Therefore, the capacity of the secretariat needs to be improved to ensure sustained progress in cooperation among United Nations agencies and the greatest advantages possible for beneficiary institutions.

Output implementation rate

295. The above-cited results are based on the implementation of 100 per cent of 111 mandated, quantifiable outputs.

296. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 11)).

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular

297. During the biennium, the Office of the Special Adviser on Africa continued its substantive and analytical work towards increasing international community support for Africa's development. In close collaboration with its partners, the Office organized a series of events during Africa-NEPAD Week to raise awareness of key thematic issues related to NEPAD. It serviced informal consultations leading to the establishment of a monitoring mechanism to review commitments towards Africa's development. Support by the United Nations system remained a key pillar of international support to the African Union and NEPAD, reaching 158 activities as at the end 2013. In addition, the Office contributed to mobilizing resources in support of Africa's development and, as a co-organizer of the Fifth Tokyo International Conference for African Development, which was held in 2013, secured $32 billion for Africa over five years. South-South cooperation was recognized as an important complement to North-South cooperation. Eight forums addressing South-South cooperation in support of Africa had been held as at December 2013.

(b) Improved United Nations coordination in providing support to Africa's development

298. United Nations coordination in providing support to the African Union and NEPAD improved, as demonstrated by the fact that 55 joint activities were carried out during the biennium, exceeding the biennial target of 50. Furthermore, the Office continued to strengthen collaboration with other United Nations entities through the regular meetings of the Inter-Agency Task Force on Africa. In 2012 and 2013, the Task Force was actively engaged in contributing to and reviewing three key reports of the Secretary-General (one on a comprehensive review of the causes of conflict, one on United Nations system support for NEPAD and one on progress made in the implementation of and international support for NEPAD). Furthermore, the Task Force contributed to the consultation process leading to the establishment of a monitoring mechanism to review commitments made towards Africa's development (General Assembly resolution 66/293).

(c) Increased international awareness of Africa's development issues

299. The Office continued to produce policy analyses and studies that were made available to users both in print and online, raising international awareness of key African development issues. In particular, the Office, in close cooperation with its partners, published a publication entitled *Africa's Decade of Change: Reflections on 10 Years of NEPAD* and organized panel discussions, briefings and press briefings that contributed to increasing awareness of Africa's development issues. The Office improved its outreach to non-governmental organizations with the finalization of an electronic database in September 2012. Increased international awareness of Africa's development issues, including key aspects of NEPAD, was measured by the significant number of daily visits to the Office's website.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the implementation of the African Union's Africa Action Plan 2010-2015 and other NEPAD programmes at the regional level

300. To enhance coherence, coordination and cooperation, the nine clusters of the Regional Coordination Mechanism in Africa, coordinated by ECA through the subprogramme, became better engaged. Each cluster prepared demand-driven business plans, shared information and mainstreamed cross-cutting issues such as gender, youth and human rights into their work. As a result, over 14 joint programmes were implemented or were in the process of being implemented by United Nations agencies. That was achieved largely through the preparation of efficient and effective programming guidelines and the provision of extensive cluster training, including workshops on policy formulation and management, seminars, education programmes, the revamping of web portals, institutional and capacity-building activities and support to African negotiators and national delegations participating in major conferences with a view to developing African positions and strategies, among others. Together with other regional capacity-

development institutions, notably the African Capacity-Building Foundation, the subprogramme developed a master plan for the regional economic communities.

(b) Enhanced cooperation among United Nations agencies/organizations and the regional economic communities in support of the implementation of the African Union's NEPAD programmes at the subregional level

301. During the biennium, the subprogramme increased its support for the maintenance and continuity of subregional coordination mechanisms. A business plan for the joint subregional coordination mechanism for East and Southern Africa was produced and validated at a stakeholders' workshop held in Lusaka in 2012. As a result of the establishment of the joint subregional coordination mechanism, the United Nations system began engaging with regional economic communities in East and Southern Africa. The subprogramme also provided technical support in developing the business plan and in conducting the validation workshop for the subregional coordination mechanism in West Africa. As a member of the multi-agency capacity-development team and in response to a request from the African Union, the subprogramme undertook a capacity-development mapping and scoping exercise of the eight regional economic communities of the African Union. It also collaborated in the publication of the inaugural edition of *Africa Capacity-Development Outlook*.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic recovery and sustainable development in Africa

302. During the biennium, the Africa Section of the Department of Public Information continued to raise awareness of key thematic issues of NEPAD through the publication of articles in the magazine *Africa Renewal* and on the website *Africa Renewal Online* that highlighted Africa's economic growth prospects, investment opportunities and progress made towards the achievement of the Millennium Development Goals, among other topics. There was a significant increase in the number of subscribers on the magazine's mailing list and of visitors to the website from readers in Africa and around the world. In 2013, approximately 100 short feature articles from *Africa Renewal* magazine were republished or reprinted in 504 media outlets in 49 countries. More than two thirds of the 181 respondents to the readers' survey expressed satisfaction with the materials published in *Africa Renewal*.

Section 12
Trade and development

Highlights of programme results

During the biennium, UNCTAD continued to address the challenge of building a more inclusive, stable and sustainable world by adopting the same integrated approach to development policy for an interdependent world that has been the hallmark of its work for five decades. At the thirteenth session of UNCTAD, in 2012, member States endorsed the Doha Mandate, in which the Accra Accord was reaffirmed. That endorsement was a positive signal for the process of multilateral cooperation. In the Doha Mandate, the need not only to generate economic growth but also to ensure that such growth is more inclusive and sustainable, was highlighted. UNCTAD conducted its work during the biennium on the basis of that ethos, translating it into concrete policy recommendations in its flagship publications. The analytical work of UNCTAD also provided an important basis for intergovernmental deliberations and consensus-building, for example at the World Investment Forum, the UNCTAD Debt Management Conference, the United Nations Conference on Sustainable Development and the working groups of the Group of 20, among others. Progress was made in strengthening the capacities of developing countries to integrate beneficially into the global economy and the international trading system, including in their efforts to design appropriate national trade policies, and to participate effectively and equitably in international trade, the trading system and regional and multilateral trade negotiations.

Challenges and lessons learned

During the biennium, the focus was on how the secretariat could make further improvements to the management and administration of UNCTAD. Progress was made in implementing a number of measures aimed at enhancing communications and outreach, improving internal and external coordination and developing a results-based management framework for UNCTAD. Other measures were being considered to improve the capacity of the secretariat to deliver more effectively on its mandate, particularly at the national level, within a climate of declining resources.

Output implementation rate

303. The above-cited results are based on the implementation of 93 per cent of 1,507 mandated, quantifiable outputs.

304. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 12)).

Executive direction and management

(a) Programme of work is effectively managed

305. UNCTAD delivered 93 per cent of the planned outputs for 2012-2013, continuing to ensure the integrated treatment of trade and development and interrelated issues of finance, technology, investment and sustainable development. Under the leadership of a new Secretary-General who was appointed in 2013, several initiatives were taken that strengthened relations with member States and development partners and increased internal and external collaborations. In turn, these enabled UNCTAD to continue to produce good results and deliver on its mandates.

(b) Enhanced policy coherence in the management of the economic and social activities of the United Nations

306. UNCTAD continued to collaborate with United Nations system organizations during the biennium to ensure policy coherence in the management of economic and social activities of the United Nations. UNCTAD further collaborated with some top financial institutions, the Organization for Economic Cooperation and Development (OECD), the Asia-Pacific Economic Cooperation, Governments and non-governmental organizations to strengthen the impact of its work in the areas of consensus-building and research and policy analysis, in particular by advocating the dissemination of messages based on its own research or the collective research it carries out with development partners. A total of 54 joint outputs were completed during the biennium, covering all areas of the five subprogrammes of UNCTAD, ranging from sustainable development to development finance, economic globalization, financialization of commodity markets, trade and investment measures, enterprise policies on corporate social responsibility, financial reporting standards, information and communications technology, trade and tariff barriers and biotrade.

(c) Improved dissemination and increased visibility of the work of UNCTAD

307. UNCTAD received significant media exposure: 124 press releases, 27 information notes and 32 media alerts were issued during the biennium. A total of 228 press conferences were organized in 78 countries to launch UNCTAD meetings and activities, flagship reports and other publications. Some 12,300 UNCTAD-related press clippings were collected. However, the recorded figure represents only part of what was actually published and covered by the world media. The search engines currently in use capture only a limited number of references to UNCTAD in the world media — perhaps as little as 20 per cent. In particular, media coverage generated in less widely used languages is currently not monitored. UNCTAD experts have made briefings about UNCTAD to 111 groups, reaching 3,300 students, diplomats and academics during the biennium.

(d) Improvement in the mainstreaming of a gender perspective in the work of UNCTAD

308. During the biennium, UNCTAD implemented 31 gender initiatives, well exceeding the target of 19. They included: (a) advocacy initiatives, such as the high-level event on women in development that was held at the thirteenth session of UNCTAD; (b) initiatives aimed at contributing to the United Nations System-wide

Action Plan on Gender Equality and the Empowerment of Women, such as participation in the annual sessions of the Commission on the Status of Women and of the Inter-Agency Network on Women and Gender Equality; (c) capacity-building initiatives to, for example, reinforce women's entrepreneurship and the work programme on women and information and communications technology; and (d) initiatives aimed at raising the awareness of policymakers about trade and gender-related issues, for example by producing country case studies of Angola and Lesotho, holding three validation workshops in Angola, Cape Verde and Lesotho and providing support to the Diagnostic Trade Integration Strategy update of the Gambia.

(e) Increased timeliness of submission of documentation

309. During 2012-2013, the rate of compliance for the submission of pre-session parliamentary documents by UNCTAD to the Division of Conference Management of the United Nations Office at Geneva reached 97 per cent. Of the 164 documents submitted by UNCTAD, 162 were submitted on time. It is the fifth consecutive year that the compliance rate is above 90 per cent, the benchmark stipulated by the General Assembly in its resolution 66/233. It should be noted that in 2013 the compliance rate was 100 per cent.

Subprogramme 1
Globalization, interdependence and development

(a) Increased understanding of the global economic environment and of policy choices at the national, regional and international levels

310. The analysis and policy recommendations regarding this expected accomplishment were contained in the 2012 and 2013 editions of *Trade and Development Report* and extensively discussed at the fifty-ninth and sixtieth sessions of the Trade and Development Board. At those sessions, UNCTAD was commended for the usefulness, relevance and timeliness of its research on the ways in which income inequality affected economic growth and for the recommendations for adjusting to the changing dynamics in the world economy. Over 140 policymakers and beneficiaries indicated that UNCTAD recommendations were useful for national policymaking process; 47 Member States made positive statements on policy choices based on UNCTAD research; and 90 developing countries realized positive per capita growth rates and pursued growth-oriented macroeconomic and financial policies advocated and monitored by UNCTAD, exceeding the targets for the biennium.

(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies, debt sustainability and effective debt management

311. UNCTAD contributed to achieving a more durable solution to the debt problems of developing countries by delivering high-quality research and analytical work in the area of debt and development finance, as well as technical assistance that provides concrete solutions to country needs. Many key analysis and policy actions on debt issues were discussed in detail in the General Assembly report on external debt sustainability (A/68/203), which was endorsed in Assembly resolution

68/202. In line with this work, technical assistance was provided by UNCTAD through its Debt Management and Financial Analysis System in 69 countries, including in 106 institutions, since its inception in 1981. As at the end of 2013, 88 institutions in 58 countries were relying on the System for the day-to-day management of their debt. Overall, close to 200 capacity-building missions took place during the biennium, including on-the-job training and workshops, benefiting more than 800 officials.

(c) *Improvement of decision-making, at the national and international levels, on economic policies and development strategies, on the basis of empirical, reliable and timely statistics and indicators highlighting the interlinkages between globalization, trade and development*

312. During the 2012-2013 biennium, the level of interest in UNCTAD statistical products surpassed all expectations, with more than 800,000 visits and almost 14 million page views recorded from more than 200 countries (spanning more than 2,500 institutions). The *Handbook of Statistics* produced by the subprogramme was downloaded more than 29,000 times from the UNCTAD website, in addition to being widely disseminated in print form. An online edition of *Development and Globalization: Facts and Figures* published in 2012 received more than 44,000 visits and more than 92,000 page views (the PDF version was downloaded almost 4,200 times). Aiming at better quality and harmonized statistics, UNCTAD continued to work with WTO and the International Trade Centre on the compilation and publication of annual and quarterly texts on trade in services. Jointly produced quarterly trade volume indices were first released in December 2013.

(d) *Improved policy and institutional capacities, and enhanced international cooperation for the recovery and sustained development of the Palestinian economy*

313. UNCTAD continued to support the Palestinian people's efforts to build the economic and institutional capacities of their future State, with a total of 11 Palestinian development initiatives and institutions benefiting from UNCTAD research findings, recommendations and technical cooperation activities. At the thirteenth session of UNCTAD, the UNCTAD mandate was extended to assist the Palestinian people through an assessment of economic development prospects and an examination of the obstacles to trade and development in the occupied Palestinian territory. During the fifty-ninth and sixtieth sessions of the Trade and Development Board, delegates expressed appreciation for the support provided to the Palestinian people and requested UNCTAD to step up efforts in that regard. UNCTAD research findings have been echoed in reports of international organizations and key stakeholders. UNCTAD continued to contribute to building the knowledge base of Palestinian shippers by increasing their awareness of trade facilitation best practices and to provide training to shippers and policymakers through the implementation of a technical cooperation project worth $2.1 million.

Subprogramme 2
Investment and enterprise

(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment on development, as well as of related policies that could promote development gains from such investment

314. The *World Investment Report* provides leading-edge research and policy analysis on investment for development. Both the 2012 and 2013 issues generated almost 2,200 press clippings, with 70 per cent of articles published in developing economies. Six months after its launch, the 2013 *World Investment Report* had been downloaded 75,000 times in 204 countries and territories, including 42 least developed countries and 29 landlocked developing countries. The *Global Investment Trends Monitor* and *Investment Policy Monitor* continued to be essential sources of information for policymakers, business leaders and international organizations. More than 35,000 downloads were registered for the first two editions of *the Global Investment Trends Monitor* in the 10 months to October 2013. The 2012 *World Investment Forum* also continued to provide an essential platform for the international community at the highest decision-making level and attracted over 1,400 investment stakeholders from 145 countries, who participated in 15 main events and meetings and a host of side events.

(b) Increased ability of developing countries to create an environment conducive to attracting and benefiting from investment for development

315. Investment policy reviews seek to improve the investment framework, policies and strategies of developing countries in order to allow them to attract higher levels of foreign direct investment and derive the largest development gains. In the course of the biennium, investment policy reviews were completed for Bangladesh, Djibouti, the former Yugoslav Republic of Macedonia, Mongolia, Mozambique and the Republic of Moldova. UNCTAD provided technical assistance to these countries in support of the implementation of the recommendations made in the reviews. Five or six years after completion of an investment policy review, UNCTAD prepares an implementation report, which seeks to assess the extent to which recommendations have been endorsed and implemented. These implementation reports show that implementation has been "good" to "strong" and that there is increased interest by existing investors and increased capacity to market investment opportunities.

(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes

316. As part of its international investment agreement research and analysis, the subprogramme produced numerous products dealing with international investment agreements and their implications for sustainable development and upgraded its mapping project with a renewed focus on the treaties' sustainable development dimension. The subprogramme also continued to maintain its databases relating to international investment agreements and investor-State dispute settlements. Based on its in-depth analytical work, the subprogramme continued to provide technical assistance, including training courses and advisory services, to strengthen countries' capacities to negotiate international investment agreements that take into greater

consideration sustainable development and to better handle investor-State disputes. All of these activities contributed to fostering beneficiary countries' capacities to negotiate international investment agreements that were more supportive of their overall sustainable development strategies.

(d) Enhanced understanding and capacity to develop international competitiveness through the development of policies aimed at: (i) stimulating enterprise development and business facilitation; (ii) promoting best practices in corporate social responsibility and accounting; and (iii) establishing competitive and well-regulated insurance markets

317. During the biennium, the subprogramme launched its entrepreneurship policy framework, which helps policymakers in developing countries to formulate, monitor and evaluate national policies for entrepreneurship. The methodology adopted for the framework is the successful result of a series of expert meetings held over several years and is already being used as a basis for capacity-building work in the area of enterprise development. New installations and programmes of the enterprise development flagship initiative of UNCTAD, Empretec, were launched in 14 countries, contributing to poverty reduction and other development objectives through the training of entrepreneurs. The subprogramme also continued to work on the development of an accounting development tool, with a view to further refining the tool and facilitating its use for strengthening regulatory and institutional capacity for high-quality corporate reporting, including reporting on corporate social responsibility. Fifteen country studies were produced using the accounting development tool.

Subprogramme 3
International trade

Component 1
Strengthening international trade

(a) Strengthened capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including services development and trade, by designing and implementing trade policies and participating effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations, as well as to address the situations arising from the increasing cost of trade finance

318. The intervention of UNCTAD has had a positive impact on strengthening institutional and regulatory capacities in trade-related policies and negotiations in developing countries, as evidenced by the greater number of countries (41) that are estimated to have increased their participation in trade negotiations. This work has contributed to developing countries' efforts to design appropriate national trade policies on an informed basis and to participate effectively and equitably in international trade, the trading system and regional and multilateral trade negotiations. UNCTAD also placed greater emphasis on the impact on development of regional dimensions of trade (South-South, South-North).

(b) Further improvement in trade and trade-related decision-making and addressing the trade and development impact of non-tariff barriers through use of analytical tools, databases and software, such as the Trade Analysis and Information System or the World Integrated Trade Solution

319. UNCTAD trade data and analysis tools, such as the Trade Analysis and Information System and the World Integrated Trade Solution, have helped policymakers, researchers and other stakeholders to identify and address market and trade opportunities and to promote more informed participation in trade negotiations at the multilateral and regional levels. UNCTAD has recorded approximately 43,000 active users of the above-mentioned tools. A related activity on monitoring and analysing actions and initiatives taken by Member States to reduce or eliminate non-tariff barriers identified six such actions and initiatives.

(c) Enhanced capacities of developing countries and countries with economies in transition to prepare and implement national and regional competition laws, address the challenges arising from global economic crises in implementing competition and consumer protection legislation

320. UNCTAD organized and serviced the twelfth and thirteenth sessions of the Intergovernmental Group of Experts on Competition Law and Policy, as well as two ad hoc meetings of experts on consumer policies that focused on the revision of the United Nations guidelines for consumer protection. Technical and capacity-building assistance was provided to developing countries and economies in transition on competition advocacy, the preparation of national competition laws, the training of competition case handlers, institution-building, including at the level of regional institutions, and consumer protection legislation. The Competition Programme for Africa conducted several sectoral studies on anti-competitive practices, strengthening the capacities of 33 developing countries (exceeding the target of 15 countries) to implement competition policy and prevent anti-competitive practices.

(d) Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels

321. UNCTAD organized various seminars and workshops to support developing countries in maximizing the positive impact and minimizing the negative effects of the interface between trade, the environment and development. Awareness-raising efforts, knowledge- and capacity-building events and analyses on sustainable development and the transition to a green economy and a climate resilient path were conducted, inter alia, at the thirteenth session of UNCTAD, the United Nations Conference on Sustainable Development, the sixty-eighth session of the General Assembly, the First BioTrade Congress and the Second BioTrade Congress. Expert meetings were also conducted, and technical assistance was provided on green sectors, on a traceability system for sustainable trade in species covered by the Convention on International Trade in Endangered Species of Wild Fauna and Flora, on renewable energy and on culture, creativity and sustainable development. In 2012-2013, some 40 countries developed and implemented policies, plans, programmes and normative initiatives and set up inter-agency mechanisms in this regard as a result of UNCTAD policy analysis and advice. Sixteen developing countries participated in UNCTAD biotrade and biofuels initiatives.

Component 2
Commodities

Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation

322. Work focused on promoting international cooperation with a view to addressing trade and development challenges associated with the commodity economy, including food security and poverty reduction, through two main channels: (a) analytical studies were produced to inform and rejuvenate the debate on commodities in order to identify new policy options and facilitate dialogue about how to generate and sustain the economic development of commodity-dependent developing countries; and (b) discussion forums were organized to promote consensus on issues of importance for the growth of commodity-dependent developing countries. Two global commodities forums and two expert meetings on commodities and development were organized in 2012 and 2013. Moreover, two conferences on oil, gas and minerals were organized in Africa during the biennium.

Subprogramme 4
Technology and logistics

(a) Improved efficiency of trade logistics of developing countries

323. The research activities on maritime transport and trade facilitation issues that were included in the *Review of Maritime Transport* and transport-related newsletters obtained highest marks in the survey disseminated to readers of UNCTAD publications. The special event on sustainable freight transport conducted in the context of the thirteenth session of UNCTAD should be seen in the perspective of new mandates for UNCTAD to support the economies of landlocked developing countries and small island developing States facing challenges in terms of trade logistics. In respect of technical assistance activities, both customs automation projects and trade facilitation implementation plans had a strong impact, on trade administration efficiency and trade facilitation implementation capacities, respectively, in partner countries.

(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communication technologies

324. UNCTAD technical assistance activities in the area of information and communications technology and its research and policy advice activities in science, technology and innovation achieved very positive results during the biennium. A framework for conducting information and communications technology policy reviews that was finalized in 2013 will help guide future work in this area. Research contained in the *Information Economy Report* on the software industry and on the cloud economy in developing countries yielded valuable insights, leading to policy recommendations on how to better develop the information and communications technology sector. The 2012 edition of *Technology and Innovation Report* addressed an extremely relevant policy issue, namely the promotion of South-South collaboration on technology and innovation issues. The report's findings were

widely debated by Member States and led to two new requests for technical assistance in this new area of policymaking.

(c) Better understanding, at the national level, of policy options and best practices on science and technology for development and information and communication technologies for development, including the follow-up to the outcomes of the World Summit on the Information Society

325. By providing substantive support to the Commission on Science and Technology for Development and ensuring high-level participation in its sessions and the commitment of its members, two draft resolutions were recommended to the Economic and Social Council and later adopted by consensus, meeting the target for the biennium. In addition, contributions were made to facilitate policy dialogue and consensus-building at the General Assembly, resulting in a resolution on that subject, in which the Assembly recognized the role of the Commission and noted its work. During the biennium, the Economic and Social Council adopted decision 2012/228 and resolutions 2012/5 and 2012/6 and the General Assembly adopted resolutions 66/211 and 67/195, on science, technology and innovation and on information and communications technology for development, all of which were prepared by the secretariat of the Commission and reflected the importance accorded by countries to these policy issues.

(d) Enhanced capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions in developing countries

326. During the biennium, 19 universities and 11 research centres joined the Virtual Institute, which continued to support the development of teaching and research capacities of academia in developing countries. Through the first online course of the Institute, 76 researchers (27 women) from 45 developing countries and countries with economies in transition were trained on trade and poverty. The Virtual Institute provided training to 498 students (336 women) from member universities through study tours to Geneva-based international organizations and to 224 academics (68 women) through national workshops. The subprogramme delivered 92 face-to-face and e-learning courses in cooperation with other UNCTAD subprogrammes, benefiting a total of 1,368 trade operators (27 per cent women) from 36 developing countries. A total of 58 policymakers (24 women) from 36 developing countries, including 16 least developed countries, participated in the regional courses on key issues on the international economic agenda.

Subprogramme 5
Africa, least developed countries and special programmes

(a) Increased adoption of UNCTAD practical policy recommendations to promote African development in the areas of trade and development

327. The *Economic Development in Africa* series of reports contributed to policy dialogue, design and implementation in Africa. The results of a readership survey on the 2012 issue indicate that 50 per cent of respondents used the report for policy analysis and research, 25 per cent used it for policy formulation and 25 per cent used it for education and training. The recommendation contained in the 2013 issue,

on the use of a monitoring tool (or scorecard) to enhance the implementation of regional trade agreements, is currently being implemented by the East African Community. Furthermore, the 2013 issue resulted in 142 press clippings and received 18 endorsements from Member States during the annual meetings of the Trade and Development Board. The subprogramme contributed to the articulation of an African perspective on the post-2015 development agenda and provided support to NEPAD and the African Union on domestic resource mobilization and industrial development issues.

(b) Increased consensus on and adoption of policies to address development problems of the least developed countries in the global economy

328. The 2012 and 2013 issues of the *Least Developed Countries Report*, which were disseminated worldwide, aroused a strong interest owing to the topics chosen and the success of the promotional launch campaigns. The topics, which were deemed to be relevant to all least developed countries and their development partners, included the contribution of remittances to development and how diasporas can contribute to home country trade, investment and knowledge accumulation and the need to create employment for growing populations or face high social risks. The 2012 report was launched in 28 countries and the 2013 report was launched in 21 countries.

(c) Enhanced integration of trade policies and priorities in the national development plans through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries

329. Overall, UNCTAD contributed significantly to assisting least developed countries in benefiting from the Enhanced Integrated Framework and to devising ways and means to mainstream trade issues in development plans. A number of advisory missions were carried out to assist least developed countries in addressing these topics. In 2012, UNCTAD started and completed the updating of the Diagnostic Trade and Integration Study for the Gambia; assisted Mozambique and Senegal in drafting the terms of reference for updating their Diagnostic Trade and Integration Study, as agreed by the Enhanced Integrated Framework secretariat; assisted the Central African Republic, the Democratic Republic of the Congo and Guinea-Bissau in developing project proposals under tier 2; assisted the Comoros in developing a trade development strategy. In 2013, UNCTAD completed updating the Diagnostic Trade and Integration Study for Senegal; started updating the Diagnostic Trade and Integration Study for Djibouti, Mali and the Niger; and assisted the Gambia, the Central African Republic, the Democratic Republic of the Congo and Senegal in developing project proposals under tier 2.

(d) Increased awareness of issues and policy options to alleviate the challenges faced by landlocked developing countries

330. The analytical work of UNCTAD improved understanding of issues of particular relevance to landlocked developing countries, such as new and emerging issues that should be injected in a new programme of action for this group of countries. Moreover, the outputs of the analytical work provided an important basis for intergovernmental deliberations, including the Fourth Meeting of Trade Ministers of Landlocked Developing Countries and the thematic meeting on trade and trade facilitation, both held in Almaty, Kazakhstan, in September 2012.

Analyses and advisory services aimed at promoting foreign direct investment contributed to capacity-building processes in landlocked developing countries insofar as the activities led to the preparation of investment guides and supported the exchange of best practices among countries through an enhanced flow of information. The subprogramme's activities have also helped to launch the preparatory process for the 10-year comprehensive review of the Almaty Programme of Action and mobilized support for this process within UNCTAD.

(e) *Increased awareness of small island developing State policymakers of issues and policy options to build development partnerships conducive to the adoption of relevant international support measures*

331. In accordance with the outcome of the UNCTAD expert group meeting on addressing the vulnerabilities of small island developing States more effectively, the main focus of activities and accomplishments during the biennium was on identifying a range of possible international support measures for small island developing States that could be adopted to support their resilience-building efforts and on encouraging United Nations acceptance of small island developing States' status as a means of achieving a more desirable treatment at the international level.

(f) *Increased awareness of the problems faced by other structurally weak, vulnerable and small economies on the way of their integration into multilateral trading systems*

332. The role of the subprogramme regarding other structurally weak, vulnerable and small economies is to identify and update the list of such countries on a triennial basis. The next revision of the list will be in 2014. During the biennium, a number of other structurally weak, vulnerable and small economies used UNCTAD as an intergovernmental forum for consensus-building, as an institution focusing on data collection, research and policy analysis, and as a provider of technical assistance. Relevant work was carried out through the commissions, expert group meetings and technical assistance programmes. In particular, activities in favour of other structurally weak, vulnerable and small economies have included training and capacity-building activities in the areas of competition law and policy, business facilitation and trade facilitation and customs modernization.

Section 13
International Trade Centre

Highlights of programme results

During the biennium, the International Trade Centre developed activities according to its mandate, including: supporting the integration of the business sector into the trade policymaking process and expanding its suite of global public goods, especially in the areas of non-tariff measures, export strategies and voluntary standards; enhancing the capacity of trade support institutions to assist small and medium-sized export enterprises; and providing trade intelligence to bring about greater transparency in trade and using global platforms and publications (both print and online) to build awareness on trade and development issues. Evaluations indicated that the Centre was perceived as a legitimate and credible provider of high-quality trade-related technical assistance and that its products and services were in demand and much appreciated by partners. Success factors included the Centre's capacity to adapt its services to local needs and circumstances and effectively transfer skills, knowledge and expertise to beneficiaries. In addition, the Centre intensified its efforts to support poor communities and create gender equality in trade by providing integrated solutions to link poor communities and women entrepreneurs to global value chains.

Challenges and lessons learned

Among the challenges identified in the evaluations undertaken during the biennium is the need to further develop and sustain clarity of vision and purpose throughout the full project cycle, as this helps to maintain control and provides a basis for assessing performance and the success of the Centre's interventions. Moreover, the Centre had to adapt to a shift in demand for trade-related technical assistance from enterprises. Owing to the changing dynamics of global trade, the enterprises that the Centre assisted required much lower capacity-building assistance in devising international business strategies and more support in the areas of market intelligence and access to markets. As a consequence, the Centre will adapt its strategy and increase its assistance in these areas in the future.

Output implementation rate

333. The above-cited results are based on the implementation of 97 per cent of 532 mandated, quantifiable outputs.

334. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 13) and Add.1).

Subprogramme 6
Operational aspects of trade promotion and export development

(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers

335. During the biennium, the International Trade Centre provided support to policymakers focused on developing national and sector-specific export development strategies, mainstreaming the gender dimension in these strategies and helping the business sector to participate in trade policymaking. A total of 65 country networks composed of private sector representatives and policymakers were created or strengthened, especially in least developed countries such as Afghanistan, the Comoros, Ethiopia, the Lao People's Democratic Republic, Liberia, Samoa and Vanuatu, to support inclusive trade policies. Special emphasis was placed on expanding private-sector involvement in the processes of accession to WTO and regional trade integration, as well as empowering trade support institutions and policymakers to lead export-strategy development processes. Business advocacy institutions played a critical role in supporting mutual recognition agreements in the East African Community to reap the economic benefits of regional integration.

(b) Increased capacity of trade support institutions to support businesses

336. During the biennium, the Centre encouraged sustainable development through exports by providing technical assistance to trade support institutions from 67 countries and five regions. The Centre continued to develop tools and implement projects aimed at improving the performance of trade support institutions and their services focusing on building its capacities to boost competitiveness and link small and medium-sized export enterprises to export value chains. Trade support institutions benefited from capacity-building efforts in the areas of trade intelligence, service portfolio development, strategic planning, leadership and results-based management, packaging, quality and standards. Through its regional projects in sub-Saharan Africa, the Centre enabled trade support institutions and its regional networks to identify regional trade opportunities. The Centre's benchmarking initiative was tested and validated with key stakeholders and rolled out to trade promotion organizations. Eight of those organizations were benchmarked; as a result, weaknesses were identified and recommendations for addressing those weaknesses were provided.

(c) Strengthened international competitiveness of enterprises through International Trade Centre training and support

337. In 2012 and 2013, nearly 7,000 small and medium-sized enterprises benefited from the Centre's assistance in the area of exporter competitiveness. Women entrepreneurs received particular attention through a host of projects with a focus on gender and trade. Projects provided either direct support to companies or worked through trade-supporting institutions to stimulate export development. Work to support enterprises focused on delivering direct, customized initiatives supporting job creation, high-value production and high export potential. The Centre facilitated an integrated sector approach, assisting groups of enterprises in the same sectors and value chains, and delivered standardized global programmes to strengthen the international business skills of entrepreneurs.

Section 14
Environment

Highlights of programme results

In 2012, in a resounding validation of the work of the United Nations Environment Programme (UNEP), the outcome document of the United Nations Conference on Sustainable Development called for strengthening of international environmental governance, and with it, strengthening and upgrading of UNEP. That decision was subsequently solidified in General Assembly resolution 67/213. The 10-year framework of programmes on sustainable consumption and production patterns was adopted at the Conference. The *Global Environment Outlook* report played an important role in providing policymakers at the Conference with comprehensive, science-based and policy-relevant environmental assessments.

UNEP and its consortium of partner institutions were selected to host the Climate Technology Centre and Network under the United Nations Framework Convention on Climate Change. Celebrating its fifth anniversary, the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD) has become the most significant United Nations inter-agency programme on climate change, with 48 partner countries and $150 million in funds. The Climate and Clean Air Coalition grew to over 80 member States and partner organizations with financial commitments exceeding $30 million. The secretariat of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services was established as a result of key decisions taken at the second meeting of the Platform in 2013, supported by generous financial pledges.

Challenges and lessons learned

The United Nations Conference on Sustainable Development has lifted many aspects of environmental governance into focus and significantly increased expectations from Member States and stakeholders at the global, regional and national levels. In the context of finite funding, a challenge will be to align projects with Conference outcomes. Close collaboration with partners has proven essential in making the presence and contribution of UNEP strong in intergovernmental consultative processes, such as in the context of the post-2015 development process. Enhanced coordination and mainstreaming of environment within the United Nations system require continuous efforts to engage the environmental expertise of the United Nations agencies in the process of defining environmental responses and strategies.

Output implementation rate

338. The above-cited results are based on the implementation of 97 per cent of 188 mandated, quantifiable outputs.

339. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 14)).

Executive direction and management

(a) Improved relevance and impact of the work of UNEP for Governments

340. During the biennium 2012-2013, the relevance, usefulness and effectiveness of the Programme's work were assessed on the basis of interviews of 107 Governing Council participants conducted in February 2012. On relevance, interviewees gave a rating of 80 per cent satisfaction, meeting the set target for the biennium. The usefulness and effectiveness of the Programme's capacity-building support were rated at 72 per cent and 60 per cent, respectively.

(b) Improved leadership of UNEP in the effort of the United Nations system to ensure coherent and complementary actions by United Nations agencies on the environmental dimension of sustainable development

341. The environmental dimension of sustainable development was enhanced in the United Nations system through the work of the Environmental Management Group. The Group contributed to a system-wide approach towards environmental sustainability of United Nations operations so as to internalize environmental and social sustainability frameworks, policies and practices. In line with the target, three system-wide new initiatives were launched. Environmental concerns such as biodiversity, drylands and green economy were mainstreamed into sectoral programmes. In addition, the Group contributed to the United Nations system-wide global biodiversity mapping tool containing strategic objectives and key functions of the United Nations agencies with regard to the Aichi Biodiversity Targets. Efforts to move towards a climate-neutral United Nations were attested by 63 United Nations entities which submitted greenhouse gas emissions inventories and 30 entities which drafted strategies to reduce such emissions.

(c) Strengthened use of credible and coherent science in implementing the UNEP programme of work

342. Strengthened and increased use of credible and coherent science in the implementation of the UNEP work programme was attested by 50 initiatives that were carried out with wide participation by scientists. These initiatives ensured a solid scientific perspective on issues that were the subject of deliberations by the policy community and negotiations at international forums. A total of 24 science-heavy publications were produced. The 2013 *Emissions Gap Report* was probably the most referenced document at the Conference of the Parties to the United Nations Framework Convention on Climate Change and was downloaded more than 500,000 times during the Conference negotiations. The work of the International Panel for Sustainable Resource Management was used in developing policy at the global, regional and national levels and served as an input for the deliberations of the High-level Panel on Global Sustainability, the policy dialogue of the African Development Bank and the European Commission's roadmap to a resource-efficient Europe.

(d) Strengthened accountability of UNEP towards a results-based organization

343. The Programme has acted upon 100 per cent of the recommendations and findings pertaining to audit and investigations, attesting to strengthened accountability towards results-based management. Its accountability has been further strengthened by the Executive Director's delegation of certain programmatic, financial and legal authorities to division and regional directors.

(e) Improved efficiency in the servicing of meetings of the governing bodies of UNEP

344. During the period, the Committee of Permanent Representatives to UNEP held 10 meetings and its subcommittees held 42 formal meetings. In 2013, a series of consultations took place to discuss how better to organize the Committee meetings with increased efficiency and effectiveness, particularly in view of the new governance structure of UNEP, which increased and strengthened the role of the Committee as an intersessional subsidiary body. The Committee also developed its own calendar of work leading up to the 2014 session of the United Nations Environment Assembly, with the aim of having fewer meetings and a more focused agenda. As a result, notable improvements were instituted: including the issuance of annotations to the provisional agenda for all formal Committee meetings, making clear the expected results of the meetings and listing the relevant documents, and efforts to issue all documents four weeks in advance of the meetings.

(f) Evaluation recommendations on UNEP subprogrammes performance are acted upon

345. Substantial progress was made in preparing evaluations of the subprogrammes in the medium-term strategy. Management actions were taken on approximately 80 per cent of the recommendations formally issued over the reporting period, falling slightly short of the biennial target of 85 per cent. In addition to the three subprogramme evaluations, a formative evaluation of the 2010-2011 programme of work in the 2012-2013 medium-term strategy period was undertaken. This resulted in a total of six key recommendations which were implemented as part of the design of the new 2014-2017 medium-term strategy. In a formal peer review of the UNEP Evaluation Office, the United Nations Evaluation Group and the OECD Development and Assistance Committee gave the Office a good performance rating.

(g) Quality of UNEP programme planning and performance documents is improved

346. An online survey in December 2013 targeted 109 members of the Committee of Permanent Representatives to UNEP to assess the level of satisfaction among Governments with the UNEP programme planning and performance-related documents. The survey had a response rate of 28 per cent. About 87 per cent of the respondents were satisfied with the quality and 89 per cent with the relevance of UNEP strategic and programme planning documents and the 2012 programme performance report. Suggested improvements for the programme performance report included increased focus on results and enhanced readability through the use of graphs and summaries including data about historical trends. For programming processes, greater interaction with UNEP regional offices and the involvement of representatives from member States which do not have representatives in Nairobi were presented as areas needing improvement.

(h) Timely mobilization of funding required for the delivery of the programme of work

347. The Programme is heavily dependent on traditional donors; 15 top donors cover about 93 per cent of the contributions to the Environment Fund. The difficult global economic situation has forced many Governments to become more selective and strict in their public spending, including international development cooperation. By June 2012, UNEP had received 56 per cent of the estimated total annual contributions to the Environment Fund, trust funds and earmarked contributions of $217 million. By June 2013, however, the equivalent annual figure amounted to 66 per cent. The 2013 increase can be attributed to the response of donors and partners to the call at the United Nations Conference on Sustainable Development for predictability, security and stability of funding for UNEP.

2. United Nations Scientific Committee on the Effects of Atomic Radiation

(a) Expanded and updated scientific assessments of exposures regionally and globally to ionizing radiation and of radiation effects on human health and the environment

348. The membership of the Committee was increased by six States, expanding the base of expertise for its assessments. The Committee shifted its priorities to address the Fukushima-Daiichi nuclear power plant accident, confronting a unique challenge to assess the available data and information reliably and independently so that Member States and the general public, particularly in Japan, could better appreciate and understand the radiological consequences of that accident. The approval of the seminal reports on attribution and uncertainty of health effects at the fifty-ninth session marked an important scientific milestone for the Committee, providing a sound platform for conveying the limitations of the science in the future. At its sixtieth session, the Committee approved a detailed report on the effects of radiation exposure of children United Nations publication, Sales No. E.14/IX.2) and endorsed its report to the General Assembly on the Fukushima assessment (A/68/46).

(b) Increased awareness and use among decision makers, the scientific community and civil society of the Committee's scientific assessments as a sound basis for decision-making on radiation-related issues

349. The International Basic Safety Standards for Protection against Ionizing Radiation and for the Safety of Radiation Sources were revised and approved by the co-sponsoring organizations, and will be published by the International Atomic Energy Agency (IAEA). Press briefings were conducted to inform the media about the status of the ongoing assessment by the Committee of the consequences of the Fukushima-Daiichi nuclear power plant accident. The Committee was represented and delivered statements at the Second Extraordinary Meeting of the Contracting Parties to the Convention on Nuclear Safety, held in Vienna in August 2012, the International Conference on Radiation Protection in Medicine, held in Bonn, Germany in December 2012, and the International Conference on the Sources, Effects and Risks of Ionizing Radiation, held in Sanur, Bali, Indonesia in October 2013. The Committee's most recent assessment of the Chernobyl accident was translated into and published in the Russian language to improve awareness and use among the countries most affected by that accident.

Subprogramme 1
Climate change

(a) Adaptation, including an ecosystem-based approach, is incorporated into country development planning and policymaking based on scientific assessments, policy and legislative advice and lessons learned from pilot projects supported by UNEP and adaptation experiences, including an ecosystem-based approach, showcased at the global level

350. Five additional countries integrated adaptation to climate change into country development planning and policymaking. In 2012, Myanmar and Mozambique adopted national development strategies and plans incorporating adaptation. In Myanmar, a national adaptation programme of action was developed with UNEP support and endorsed by the Government, while in Mozambique the Government integrated six cross-cutting issues, including climate change, into the national socioeconomic plan and 11 provincial plans for 2013. Through the work of the UNDP-UNEP Poverty-Environment Initiative, climate change and adaptation considerations were incorporated into Bangladesh's sixth five-year plan and Bhutan's eleventh five-year plan, as well as in climate public expenditure and institutional reviews in Bangladesh and Nepal and in climate-change budget codes in Bangladesh and Nepal.

(b) Low-carbon and clean energy sources and technologies are increasingly adopted, inefficient technologies are phased out and economic growth and pollution and greenhouse gas emissions are decoupled by countries based on technical and economic assessments, cooperation, policy advice, legislative support and catalytic financing mechanisms

351. The target of 12 countries implementing policies and measures with explicit renewable energy or energy efficiency components resulting from UNEP projects was exceeded; 27 countries implemented activities to phase out incandescent lamps by 2016. Thirty-five per cent of the world committed itself to making a transition to efficient lighting. Of the 92 countries supported in that process, 32 completed technology needs assessments, and 30 of those also produced technology action plans. Vehicle fuel-efficiency policies and standards were developed in seven countries and a mandatory fuel labelling system was adopted in one out of four pilot countries supported by the Global Fuel Economy Initiative.

(c) Countries' access to climate change finance is facilitated at all levels and successful innovative financing mechanisms are assessed and promoted at the regional and global levels

352. Despite the impact of the recent global economic downturn, UNEP managed to mobilize finance investments of approximately $432 million in clean energy through initiatives such as the Seed Capital Assistance Facility. The Facility operated in Asia and Africa through six private equity funds and provided enterprise development support and seed funding to 17 renewable energy project developments and leveraged a total investment of $330 million. The success of the Facility led to $18 million being secured from the United Kingdom and Germany to support a programme aimed at engaging funds and investors in providing early-stage financing to low carbon project developments and ventures over the next eight years.

(d) Reduction in deforestation and land degradation with countries moving towards sustainable forest management, conservation and full terrestrial carbon accounting based on tackling all drivers of deforestation, and taking fully into account co-benefits and safeguards

353. During the biennium, there were 17 countries with national REDD+ programmes designed to develop strategies to address drivers of deforestation and update sustainable forest management plans to include REDD+. Four of those countries completed their national programmes and moved into the second phase of REDD+ implementation. Against the biennial target of five, three countries (Democratic Republic of Congo, Indonesia and Viet Nam) integrated REDD+ into their sustainable forest management planning and set up funds for this purpose. These three countries also finalized investment plans for REDD+. Celebrating its fifth anniversary, UN-REDD, despite some initial scepticism, has rapidly grown into a significant platform for action on climate change, reaching out to 48 partner countries with over $150 million in funds and thereby becoming the most significant United Nations inter-agency programme on climate change.

(e) Increased access of target audiences to relevant climate change assessments and information for decision-making and long-term planning

354. Four major global governmental processes indicated below made use of climate-related findings by UNEP to reshape their approach to the subject matter and thereby influence national development policies. With the Camp David Declaration (May 2012), the Group of 8 recognized the impact of short-lived climate pollutants and agreed to support comprehensive action to reduce these pollutants. The Svalbard Declaration on Short-lived Climate Forcers, adopted in March 2012 by the Nordic environment ministers, stated that there is a need to regulate short-lived climate pollutants as part of the range of international environment agreements. UNEP findings were used to justify the revision, in May 2012, of the Protocol to the 1979 Convention on Long-range Transboundary Air Pollution. The World Climate Programme was restructured in May 2013 to accommodate the Programme of Research on Climate Change Vulnerability, Impacts and Adaptation and to establish a firm link with the governance mechanism of the user interface platform of the Global Framework for Climate Services.

Subprogramme 2
Disasters and conflicts

(a) Enhanced capacity of Member States for environmental management in order to contribute to natural and man-made disaster risk reduction

355. The amount of international funding dedicated to initiatives using environmental management as a tool to reduce conflict and disaster risk in UNEP-assisted countries totalled approximately $12.6 million. Therefore, the target for the 2012-2013 biennium — a 50 per cent increase over December 2009 figures — was significantly exceeded. This result was largely due to a long-term resource mobilization strategy that led to substantial investments by some donors. Pilot projects and risk assessments were executed in 15 countries to catalyse practical risk reduction action. One notable result was the development of national action plans for ecosystem-based disaster risk reduction in Afghanistan, Haiti, the Democratic Republic of the Congo and the Sudan. Policy support, research assistance and

training were provided to some 24 institutions and countries, yielding significant results, including the development of an environmental peacebuilding community of practice. Nineteen universities in 15 countries offered graduate-level course on ecosystem-based disaster risk reduction with UNEP support.

(b) Rapid and reliable environmental assessments following conflicts and disasters as requested

356. Post-crisis assessments are demand-driven, such that progress on output delivery depends on the occurrence of a crisis and a Government request for assistance. Over the second half of 2013, environmental expertise was mobilized in four vulnerable countries to identify and mitigate acute risks in emergency situations. UNEP undertook a rapid environmental assessment of the fire in Kenya and provided recommendations on integrating environmental considerations into contingency plans. Several technical advisers were deployed to the Syrian Arab Republic and neighbouring countries to develop preparedness measures. Environmental assessments were also conducted in South Sudan, in the Philippines following typhoon Haiyan and in Côte d'Ivoire. In total, UNEP interventions since 2008 have led to the inclusion of environmental priorities and needs in the policies and plans of 17 of the 20 countries visited, representing an 85 per cent rate of acceptance of UNEP recommendations.

(c) Improved environmental management and sustainable use of natural resources that have built upon the inter-agency post-crisis assessment and recovery process

357. UNEP continued to ensure that post-crisis assessments and recovery processes contributed to improved environmental management and sustainable natural resource use. In the Sudan, UNEP supported the integration of environmental considerations into seven United Nations and international strategies and 11 government reform and legislative processes and supported the development of several new ministries with environmental mandates. UNEP catalysed the development of two private sector-driven renewable energy projects for Haiti, a country crippled by energy poverty. Moreover, on the basis of UNEP analysis, Haiti designated its first-ever marine protected areas. In the Democratic Republic of the Congo, UNEP designed a water quality analysis strategy for a safe drinking water initiative targeting 9,000 beneficiaries. In the course of the biennium, UNEP secured approximately $31.5 million for environmental recovery projects for a combined amount of $65 million secured since 2009.

Subprogramme 3
Ecosystem management

(a) Enhanced capacity of countries and regions to integrate an ecosystem management approach into development planning processes

358. Countries were using a total of eight new plans in their development planning processes, exceeding the biennial target of five. In Kenya, two management plans — the Mau Forest ecosystem management plan and the integrated water resources management plan for the Tana River basin — were instituted to guide the restoration work of these ecosystems. Haiti has incorporated the ecosystem management approach in its regeneration development planning. A marine protected area management plan is in place in the Dominican Republic for the Silverbank

Humpback Sanctuary. Angola, the Democratic Republic of the Congo and the Congo have jointly developed and adopted a transboundary protected area management plan and set up an operational secretariat. In Guatemala, Honduras and Nicaragua, the final version of the draft intergovernmental policy agreement was approved, harmonizing legislation to ensure the comprehensive management and protection of mangroves. Senegal completed the review and pilot testing of a forest eco-taxation model. Bio-cultural community protocols in four countries (Colombia, Peru, Cameroon and Indonesia) were developed through communities' engagement in policy discussions.

(b) Countries and regions have the capacity to utilize and apply ecosystem management tools

359. The target was achieved, with 13 additional countries using UNEP-supported ecosystem management tools to address ecosystem restoration. The tools include integrated ecosystem-based management of marine and coastal ecosystems (and marine protected areas) ; mainstreaming an ecosystem approach in the management of freshwater resources; participatory management of forest ecosystems and their associated water towers; trade-off analysis to ensure that food security and the sustainable management of ecosystems do not compromise one another; and valuation of ecosystem services in order to inform policy and come up with scientific evidence for incorporating biodiversity and ecosystem services in policy. In nine ecosystems, activities are completed or under way to maintain or restore ecosystem functioning.

(c) Strengthened capacity of countries and regions to realign their environmental programmes to address degradation of selected priority ecosystem services

360. Different countries face different levels and types of ecosystem degradation. To address these, UNEP assisted countries in identifying priority ecosystem services, including those in biodiversity-related multilateral environmental agreements, and in developing and implementing plans to realign environmental programmes to address those priorities. For instance, UNEP assisted six countries in fulfilling their commitment to target 16 of the Aichi Biodiversity Targets by taking action, through national budgets and with assistance from development partners, to ensure that the Nagoya Protocol to the Convention on Biological Diversity is in force and operational.

Subprogramme 4
Environmental governance

(a) The United Nations system, respecting the mandate of each entity, progressively achieves synergies and demonstrates increasing coherence in international decision-making processes related to the environment, including those under multilateral environmental agreements

361. The outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex) and subsequent General Council decisions and General Assembly resolutions introduced landmark changes in international environmental governance, including the establishment of universal membership for UNEP; the provision of secure, stable, adequate and increased financial resources from the regular budget of the United Nations and voluntary

contributions; and the strengthening of delivery at the regional level to fulfil its mandate. Nine decisions and initiatives contributed to a more coordinated approach to environmental issues in the United Nations system, including decisions to support Member States on green economy for sustainable development issues and to develop system-wide action plans and common approaches in areas such as chemicals management, preparation of a drylands action plan, implementation of the Strategic Plan for Biodiversity (2011-2020), adoption of a framework for enhancing environmental and social sustainability in the United Nations system and development of environmental management systems and voluntary environmental management peer reviews for each United Nations entity.

(b) Enhanced capacity of States to implement their environmental obligations and achieve their environmental goals, targets and objectives through strengthened institutions and the implementation of laws

362. Capacities were strengthened at the national level to implement, enforce and further develop environmental legislation in response to internationally agreed environmental goals and objectives and obligations under the multilateral environmental agreements. In particular, South Sudan, Cambodia, the Democratic Republic of the Congo and Namibia were supported in national law implementation processes. Good progress was made in terms of UNEP policy advice being reflected in the work of the United Nations as a whole, through inputs provided to international processes and initiatives. In particular, efforts were made to promote the importance of environmental considerations as part of United Nations-wide rule of law efforts under the aegis of the Deputy Secretary-General and on the basis of General Assembly 67/1 containing the Declaration of the High-level Meeting of the General Assembly on the Rule of Law at the National and International Levels.

(c) National development processes and United Nations common country programming processes increasingly mainstream environmental sustainability into the implementation of their programmes of work

363. Environmental sustainability and climate change were mainstreamed in 25 United Nations Development Assistance Frameworks as a result of substantive support provided by UNEP to the United Nations country teams. UNEP support has involved training of country teams, contributions to country analysis (including production of national environment summaries), poverty-environment assessments and participation in key processes associated with the Framework. Poverty-environment linkages, addressed primarily through the UNDP-UNEP Poverty-Environment Initiative, were integrated as an objective in 83 national, subnational and sectoral plans and policies in 20 countries where the Initiative is working. There was an increase in cross-sector ministerial collaboration, and reporting on poverty-environment objectives is now standard practice in 18 countries.

(d) Improved access by national and international stakeholders to sound science and policy advice for decision-making

364. A total of 24 assessments were produced, with wide participation by scientists, to provide evidence on environmental issues, ensure a solid scientific perspective on issues brought to the attention of the policy community and other stakeholders and to serve as a basis for negotiations at international forums. Most notably, the fifth *Global Environment Outlook* received unprecedented coverage in the media

following its launch in June 2012 in the run-up to the United Nations Conference on Sustainable Development. UNEP-supported assessment findings were cited over 5,000 times in media reports worldwide and 101 times in leading scientific publications.

Subprogramme 5
Harmful substances and hazardous waste

(a) *Increased capacities of States and other stakeholders to assess, manage and reduce risks to human health and the environment posed by chemicals and hazardous waste*

365. Progress towards sound management of chemicals was reported by 110 stakeholders in the Strategic Approach to International Chemicals Management (78 Governments, 23 non-governmental organizations and 9 intergovernmental organizations) in time for inclusion in the assessment presented at the third session of the International Conference on Chemicals Management, held in Nairobi in September 2012. UNEP assisted 12 countries in the mainstreaming and development of legal and institutional infrastructures and cost-recovery measures for sustainable financing of chemicals management with the following results: two countries drafted new chemicals legislation; three countries assessed the needs for further development of legislation; seven countries launched assessments the cost of inaction on the basis of the process designed for the UNEP-UNDP partnership on mainstreaming sound management of chemicals into national development policies; and four countries completed their assessment of the cost of inaction.

(b) *Coherent international policy and technical advice is provided to States and other stakeholders for managing harmful chemicals and hazardous waste in a more environmentally sound manner, including through better technology and best practices*

366. Seventy-two governments and private companies demonstrated progress on reduction of risks associated with chemicals in products and activities. Ten companies are supplying safe use data for chemicals they sell into the supply chain through the Global Product Strategy. Under the UNEP mercury partnership, 11 Governments participated in activities to reduce the use of mercury-containing dental amalgam, improve mercury storage and disposal and reduce mercury emissions from coal fired power plants, small-scale gold mining and compact fluorescent bulbs. Exceeding the target of 8, 10 United Nations entities have taken up the UNEP guidance on harmful substances and hazardous waste. A total of 240 countries used the Programme's policy advice, guidelines and tools to address harmful substances.

(c) *Appropriate policy and control systems for harmful substances of global concern are developed and being implemented in line with international obligations of States and mandates of relevant entities*

367. The Minamata Convention on Mercury came into being at the plenipotentiary conference held in Minamata and Kumamoto, Japan, from 9 to 11 October 2013, completing well over a decade of science-to-policy dialogue and four years of intense facilitation of negotiations. The Convention has 94 signatories, with the United States becoming the first country to ratify it. The parties to the four

conventions (Amendment to the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal (Ban Amendment); Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade; Stockholm Convention on Persistent Organic Pollutants; Montreal Protocol on Substances that Deplete the Ozone Layer) totalled 529.

Subprogramme 6
Resource efficiency and sustainable consumption and production

(a) Enhanced understanding by Governments and other stakeholders of scientific assessment of resource flows and related environmental impacts along global value chains, as well as of potential for decoupling

368. The International Resource Panel disseminated its findings in key forums, enhancing understanding of key resource-related issues on the part of policymakers and other stakeholders. The Panel's assessments were referenced in at least 145 scientific journals, policy papers and conference papers by different stakeholders, exceeding the target for the biennium of 50 new references. For instance, the African Development Bank's green growth strategy for Africa refers to the Panel's work on decoupling natural resource use and environmental impacts from economic growth, while the European Commission's roadmap to a resource-efficient Europe used the Panel's work on decoupling and draws on data for sectors of mobility, housing and food for the strategy.

(b) Improved capacity of Governments and public institutions to identify, regulate and manage key resource challenges, mainstream environmentally sustainable aspects in their development planning and implementation and adopt policies and tools for resource efficiency

369. Thanks to the Programme's advisory services on green economy and sustainable consumption and production, national and local governments improved their capacity to manage resources and mainstream sustainability aspects in development planning in 42 countries and 12 cities (from assessment to policy implementation). Ten of these countries formally adopted related policies or began implementing them. In addition, 15 countries completed assessments of green economy options and developed policy recommendations, including the green economy action plan in Mozambique. A green growth knowledge platform, involving a global network of international organizations and experts, was developed jointly by UNEP, OECD, the World Bank and the Global Green Growth Institute to fill knowledge gaps. Finally, the 10-year framework of programmes on sustainable consumption and production patterns was adopted at the United Nations Conference on Sustainable Development (see General Assembly resolution 66/288, annex, para. 226), and solid progress was made in developing the governance and partnership framework that will determine the success of this system-wide effort.

(c) Increased investment in efficient, clean and safe industrial production methods through voluntary action by the private sector

370. Partnerships with the private sector and within sectors grew in size and in maturity, with an additional 22 companies participating in UNEP initiatives and reporting improvements in their environmental performance. The UNEP Finance

Initiative, a partnership with 232 financial institutions, trained 945 people, mainly from the banking sector, launched 14 reports and developed one online tool to assist the mainstreaming of sustainable finance. The "Principles for Sustainable Insurance", launched at the United Nations Conference on Sustainable Development, led to the largest collaborative initiative between the United Nations and the insurance industry, with 67 organizations, including insurance companies representing approximately 15 per cent of world premium volume and over $8 trillion in assets, having adopted the Principles. Thirty of the 42 signatory insurance companies have already publicly disclosed how they are implementing the Principles. The 33 members — including 12 private sector companies — of the Sustainable Buildings and Construction Initiative are supporting work to green the building-sector value chain and have initiated research on the resource intensity of construction materials.

(d) Demand-side decisions and consumption choices favour more resource-efficient and environmentally friendly products, driven by standardized and internationally recognized tools and communications and by an enabling social infrastructure

371. Nine more governments have joined the "Group of Friends of Paragraph 47", aimed at promoting the provision of more information to stakeholders on sustainability practices of companies. In addition to the continuous support provided to the United Nations agencies, a major achievement for sustainable United Nations was the finalization of the milestone framework for environmental management systems, which is a reference framework to implement emission reduction strategies and environmental management systems. The results include the increase from 4 to 7 in the number of United Nations entities purchasing certified emission reduction offsets; 13 entities having an official emissions reduction strategy; 5 new organizations implementing the offsets; and the increase from 0 to 5 in the number of organizations with an official sustainable procurement strategy.

Section 15
Human settlements

Highlights of programme results

Coherence in the United Nations system-wide approach to and management of human settlements activities improved during the biennium. The most significant evidence of this improvement was the adoption of the outcome document of the United Nations Conference on Sustainable Development, which recognized urbanization as a priority issue. The United Nations Human Settlements Programme (UN-Habitat) collaborated with other United Nations entities in the preparation of several reports of the Secretary-General. The number of countries improving their policies, legislation and strategies for inclusive urban planning, management and governance increased to 63 in 2013 compared to 39 in 2011; the number of strengthened institutions in this area increased to 74 in 2013 compared to 53 in 2011.

Awareness of sustainable urbanization was enhanced as a result of regional ministerial conferences, the World Urban Forum and the flagship reports and capacity-building activities. The number of Governments and other Habitat Agenda partner institutions using the flagship reports and other knowledge products reached 343 by the end of 2013, up from 60 in 2011. The total number of people gaining access to environmentally sound basic urban infrastructure reached 2,064,000 by the end of 2013, up from 1,581,800 in 2012, surpassing the target of 2 million.

UN-Habitat completed its institutional and programmatic review and restructuring; these are now fully aligned with the strategic plan for 2014-2019 approved by the Governing Council in April 2013.

Challenges and lessons learned

UN-Habitat addressed the decline of its non-earmarked funding through a new resource mobilization strategy and action plan. To strengthen its performance measurement, UN-Habitat learned the importance of having in place a performance measurement plan for its 2014-2019 strategic plan.

Output implementation rate

372. The above-cited results are based on the implementation of 87 per cent of 835 mandated, quantifiable outputs.

373. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 15)).

Executive direction and management

(a) Enhanced policy coherence in the management of human settlements activities of the United Nations system

374. UN-Habitat prepared, in consultation with other United Nations entities, four reports of the Secretary-General in 2012 and 2013: the reports on the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (A/67/263 and A/68/332) and the reports on the coordinated implementation of the Habitat Agenda (E/2011/106 and E/2012/65). The Programme also made contributions to two important system-wide events and processes that resulted in three key documents: the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex); the report to the Secretary-General of the United Nations System Task Team on the Post-2015 United Nations Development Agenda (*Realizing the Future We Want for All*, United Nations, New York, June 2010); and the report of the Secretary-General entitled "A life of dignity for all: accelerating progress towards the Millennium Development Goals and advancing the United Nations development agenda beyond 2015" (A/68/202).

(b) Improved timeliness of submission of documentation and performance reports to governing bodies

375. The twenty-forth session of the Governing Council and all planned regular sessions of the Committee of Permanent Representatives for the biennium were convened and documents were prepared and submitted on time, with the timely submission rate increasing to 99 per cent in 2013 from 90 per cent, in 2011. Several working groups of the Committee of Permanent Representatives were also convened and the supporting documents provided within agreed timelines. Improvement in this indicator was due to internal efficiency and also the shift to paperless meetings.

(c) Financial resources to deliver medium-term strategic and institutional plan results available

376. Targets for the biennium were $60.4 million for non-earmarked funds and $283 million for earmarked funds. The approved estimated budget was $393.2 million. In terms of non-earmarked income, only $15.3 million (25 per cent) of the 2012-2013 biennium target was received. With respect to earmarked funding, contributions totalling $303.1 million were received, exceeding the target of $283 million (107 per cent of the target). This growth in earmarked resources was a result of increased funding for country-level operational activities, particularly in the area of risk reduction and rehabilitation.

(d) Programme of work is effectively managed

377. The 2012-2013 work programme implementation rate reached 92 per cent, while the overall progress in implementation of the medium-term strategic and institutional plan based on indicators of achievement was assessed as satisfactory. About 90 per cent of the performance targets were either achieved or surpassed by the end of 2013. The biennial strategic framework and work programme and budget documents for 2014-2015 were fully aligned to the six-year strategic plan for 2014-2019. The project accrual and accountability system enhanced the efficiency and effectiveness of the management of human, financial, administrative, programme and project functions of the organization.

(e) Institution aligned to deliver medium-term strategic and institutional plan results

378. The organizational restructuring process launched in 2011 was completed, except for the approval of the Secretary-General's bulletin. The restructuring facilitated full alignment of the programmatic and the organizational structures. The seven thematic areas of the strategic plan for 2014-2019, approved by the UN-Habitat Governing Council in April 2013, and the 2013-2014 work programme and budget were fully aligned to the seven subprogrammes. New policies required for implementing the organizational reform were prepared, approved and put into effect. One of the key policies is the project-based management policy, which seeks to ensure consistent quality approach in the management of the Programme's project portfolio. The project accrual and accountability system was introduced as a principal instrument for the management of the agency's project portfolio.

Subprogramme 1
Shelter and sustainable human settlements development

(a) Improved policies, legislation and strategies support inclusive urban planning, management and governance

379. The number of countries whose legislation, policies and strategies incorporated urban planning, management and governance rose from 39 in 2011 to 58 by December 2013. Following the launch of the Global Network for Safer Cities in 2012, 24 countries in Africa and the Arab States endorsed a regional framework to foster international cooperation for better public safety services. The Cities and Climate Change Initiative expanded its scope to assist 43 cities and municipalities, mainly in Asia and Africa. UN-Habitat achieved an important milestone in the refinement of its approach to planned city extensions as a key strategy for addressing rapid urban growth. Planned city extensions were designed in Colombia, Egypt, Mozambique, the Philippines and Rwanda.

(b) Strengthened institutions promote sustainable urbanization

380. By December 2013, 74 institutions (up from 53 in December 2011) were promoting sustainable urbanization. These include local government training institutions, universities and local government associations and regional or global local government training institutions. UN-Habitat, UNICEF and UN-Women implemented "Safe and Friendly Cities for All" to build capacity of local authorities and partners in Metro Manila, Nairobi, Dushanbe, Greater Beirut, Marrakesh, San Jose, Tegucigalpa and Rio de Janeiro.

(c) Cities implement inclusive urban planning, management and governance

381. By December 2013, 173 cities were implementing inclusive urban planning, management and governance with support from UN-Habitat, compared to 147 at the end of 2011. The Cities and Climate Change Initiative assisted 14 cities and towns in 10 countries in climate change vulnerability and adaptation assessments. The assessment results were integrated into the city/provincial development strategies in 2013. The Global Network on Safer Cities launched in 2012 advocated for urban safety and local crime prevention globally, targeting multiple countries and selected cities.

(d) Improved land and housing policies implemented and increased security of tenure

382. Improvements were observed in the land and housing policies owing to reforms. By December 2013, the number of UN-Habitat-supported countries in different stages of developing, implementing or completing land and housing reforms was 48, up from 37 in 2011. The number of Global Land Tool Network partners increased from 50 at the end of 2011 to 64 at the end of 2013, thus strengthening the Network's capacity to support its work at global, regional and country levels. The progress made in mobilizing support for the implementation of the continuum-of-land-rights approach as the most effective way to provide tenure security emerged as the single most important achievement of the Network. UN-Habitat's work on tenure security benefited from some prominent partnerships with other United Nations entities and contributed to a number of high-level regional land initiatives such as the African Land Policy Initiative.

(e) Slum improvement and prevention policies under implementation

383. By December 2013, 40 countries and 150 cities were developing, implementing or completing slum upgrading and prevention policies, strategies and programmes with the support of UN-Habitat and other partners, up from 26 at the end of 2011. The Participatory Slum Upgrading Programme expanded in terms of both scope and participation. An action plan was added for phase 2 for the original 12 African countries, and 18 new African, Caribbean and Pacific countries joined the Programme. Six countries (Ethiopia, Zambia, Senegal, the United Republic of Tanzania, Liberia and South Africa) were given support in revising their national urban development policies and defining city-wide slum upgrading strategies. Thirty countries from the African, Caribbean and Pacific regions completed their national urban profiles and three city profiles on average per country through the Participatory Slum Upgrading Programme.

Subprogramme 2
Monitoring the Habitat Agenda

(a) Improved awareness of sustainable urbanization conditions and issues at the local, national and global levels

384. The number of downloads of the global flagship reports reached 119,970 by the end of 2013, up from 87,701 by the end of 2012. This was partly due to enhanced awareness of the Programme's products reaching a wide audience following effective introduction of new initiatives such as newsletters. The number of Governments and other Habitat Agenda partner institutions using the flagship reports and data from the best practices programme in their education and training programmes had risen to 343 by 2013, up from 120 in 2012. UN-Habitat registered significant achievements during the United Nations Conference on Sustainable Development. Sustainable urban development was recognized as a priority issue in the outcome document, "The future we want" (General Assembly resolution 66/288, annex).

(b) Habitat Agenda partners actively participate in the formulation of sustainable urbanization policy

385. Cooperation agreements between UN-Habitat and Habitat Agenda partners increased from 248 at the end of 2011 to 497 at the end of 2013, exceeding the target of 319 for 2013. The number of youth groups participating in policy formulation and implementation of human settlements programmes increased from 100 at the end of 2012 to 283 by December 2013. This increase is partly due to UN-Habitat enhancing its regional and country-level advocacy and mobilizing Habitat Agenda partners to formulate and promote sustainable urbanization policies. In 2013, seven countries in the Arab States region, including Qatar, Saudi Arabia, Kuwait, Bahrain and Oman, endorsed the regional urban development strategy framework for the Arab States.

(c) Monitoring of sustainable urbanization conditions and trends improved

386. UN-Habitat has become the premier centre of reference for the production and use of urban statistics. There was improved monitoring of global trends and conditions on sustainable urbanization through the UN-Habitat indicators programme, the urban observatories the flagship reports and the City Prosperity Index. The capacity of national and local authorities to monitor sustainable

urbanization trends and conditions increased, as evidenced by the growing number of national and local urban observatories using UN-Habitat guidelines. That number reached 274 in 2013, exceeding the target of 200. At least 10 national reports were produced after the publication of State of the World's Cities reports. More than 50 cities are using the City Prosperity Index to assess their prosperity and set up action plans towards a more prosperous future.

(d) Improved awareness among Governments and Habitat Agenda partners of the contribution of urban economic development and finance to poverty reduction and sustainable human settlements development

387. There was progress on UN-Habitat contribution of information through evidence-based research and publications on urban economic development and finance systems. A total of 148,438 downloads (up from 112,029 at the end of 2011) had been made by Governments and other partners as at December 2013. The most popular themes included urban economy, local economic development, youth empowerment and entrepreneurship and housing and municipal finance. During the biennium, seven requests were received (from Cape Verde, Kenya, Columbia, the Philippines, Mozambique, Egypt and Ethiopia) for policy guidelines on local economic development and municipal revenue enhancement.

Subprogramme 3
Regional and technical cooperation

(a) Improved sustainable urbanization policies from local to regional levels

388. The number of countries whose legislation, policies and strategies incorporated urban planning, management and governance increased from 39 in 2011 to 56 as at December 2013. The number of crisis-prone and post-crisis countries whose policies, legislation and strategies incorporated urban risk and vulnerability-reduction measures increased from 11 in 2011 to 34 in December 2013. The development and endorsement, by the respective Member States, of the regional strategies for sustainable urban development for the Africa and Arab States regions strongly positioned countries in those regions to promote policies and strategies that support urban planning, management and governance.

(b) Improved urban planning, management and governance at national and local levels

389. UN-Habitat continued to support the efforts of national Governments to improve their policies, legislation and strategies for inclusive urban planning management and governance. The number of strengthened institutions to implement inclusive urban planning management and governance increased from 53 in 2011 to 74 in December 2013. The latter number included 28 government-training institutions, 14 universities and 13 local government associations. The completion of the National Urban Policy Framework and the commencement of the development of International Guidelines on Urban and Territorial Planning are key milestones in sustainable urbanization policy guidance by UN-Habitat. UN-Habitat achieved an important milestone in the refinement of its approach to planned city extensions as a key strategy for addressing rapid urban growth, in particular for intermediate cities.

(c) Improved access to land and housing

390. The number of countries at different stages of developing, implementing or completing land and housing reforms increased to 47 countries by 2013, up from 36 countries at the end of 2011; the number of countries working with UN-Habitat to develop and implement policies to improve security of tenure and reduce forced evictions increased to 35 by the end of 2013, up from 29 in 2012. Notable progress was achieved towards promotion of security of tenure in post-disaster countries in Afghanistan, Haiti, Somalia and Iraq. Sustainable approaches to land policy are being mainstreamed in Africa and the Eastern Caribbean regions with technical support from UN-Habitat. The national housing profiles conducted in different countries have contributed to improved understanding of the shift in housing policy and informed the development of the global housing strategy.

(d) Expanded access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population

391. The support provided by UN-Habitat and partners continued to have a catalytic effect on national policy reforms and institutional capacities for improved access to basic urban services, resulting in adoption of financing mechanisms targeting poor households. The total number of people in target communities who gained access to environmentally sound basic urban infrastructure reached 2,064,000 by the end of 2013, surpassing the target of 2 million. An external evaluation of the implementation of the medium-term strategic and institutional plan for 2008-2013 conducted in 2012 concluded that the policy reforms and ongoing programmes in the water and sanitation sector had improved access and increased affordable water and sanitation services coverage to low-income groups at the municipal and community levels in several countries.

Subprogramme 4
Human settlements financing

(a) Increased institutional efficiency and effectiveness in the provision of basic urban infrastructure services

392. Progress continued to be achieved towards improving institutional efficiency and effectiveness in the provision of basic urban infrastructure services through the Programme's institutional capacity-building work with urban basic services utilities. The percentage of service providers (water and sanitation utilities) supported by UN-Habitat that were able to recover at least 95 per cent of the operation and maintenance costs of services increased from 40 percent in 2011 to 75 percent in 2013. The number of institutions that had adopted progressive mechanisms aimed at expanding access to environmentally sound urban basic services increased from 126 in 2011 to 136 by the end of 2013, up from 126 in 2011, thus exceeding the target by 13 per cent.

(b) Consumer demand for efficient and environmentally sustainable basic urban infrastructure and services is met

393. Consumers' awareness and knowledge of their rights to basic urban infrastructure services in partner cities increased, partly as a result of the different interventions by UN-Habitat and its partners. UN-Habitat contributed to this through capacity-building of service providers and awareness-raising of urban

consumers. The global online monitoring system, "Monitoring services to inform and empower", contributed to reduced costs for monitoring and improved the quality and quantity of data collected. Similarly, as part of the development of management toolkits for water operators, the Global Water Operators' Partnership Alliance designed a manual for low-cost remote urban analysis, including classification of neighbourhoods according to socioeconomic status.

(c) Increased investment in affordable and social housing stock and related infrastructure

394. The operational activities of Experimental Reimbursable Seeding Operations and the Slum Upgrading Facility were discontinued in 2011, in line with Governing Council resolution 23/10. That decision affected the achievement of the results intended for this focus area. However, partners continued implementation of all the projects that had received funding. In the case of the Experimental Reimbursable Seeding Operations, UN-Habitat was not able to identify a suitable partner to take over the operational activities in accordance with the decision of the Governing Council. Follow-up and monitoring of loan repayment under existing projects continued to be assured by the new Urban Economy Branch. Partners who received loans are on schedule in their repayments.

(d) Increase in activities in municipal finance and affordable housing finance

395. Apart from the $3,629,597 raised by the end of 2011 for the four-year field test of the Experimental Reimbursable Seeding Operations, no further resources were raised. Expected accomplishments as planned were therefore not achieved. In response to Governing Council resolution 23/10, the normative activities of the Experimental Reimbursable Seeding Operations and the Slum Upgrading Facility were relocated to the new Urban Economy Branch, whose main focus is promoting municipal revenue enhancement through innovative revenue generating instruments.

Section 16
International drug control, crime and terrorism prevention and criminal justice

Highlights of programme results

As a result of ongoing technical assistance, training and advisory services, near-universal adherence to the United Nations Convention against Transnational Organized Crime was achieved during the biennium 2012-2013. Ten States joined the United Nations Convention against Corruption and 55 completed their review in the framework of its implementation review mechanism. Cumulatively there were 49 new ratifications of the 18 international legal instruments against terrorism by assisted Member States. The United Nations Office on Drugs and Crime (UNODC) continued to maintain and improve its data collection and management system, to disseminate drug and crime statistics and to publish analytical studies on specific drug and crime problems. The annual *World Drug Report*, the biennial *Global Report on Trafficking in Persons*, transnational organized crime threat assessments and several drug and crime survey reports were published. UNODC also worked on strengthening the capacity of States to improve crime prevention and criminal justice systems in line with United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments. More than 100 countries received UNODC assistance in implementing drug-use prevention interventions, dependence treatment and rehabilitation as well as programmes and strategies on HIV/AIDS.

Challenges and lessons learned

Resource constraints posed a challenge to meet the increasing needs of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice and the implementation review mechanism of the Convention against Corruption. Adequate, predictable and sustainable funding to enable UNODC to implement its mandates effectively therefore remains a critical issue. There continues to be a lack of crime data as well as data on the performance of criminal justice systems, making it difficult to develop evidence-based programmes. In order to make a real impact, long-term interventions are often needed.

Output implementation rate

396. The above-cited results are based on the implementation of 83 per cent of 1,437 mandated, quantifiable outputs.

397. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 16) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

398. During the biennium, the Office effectively implemented its programme of work, including providing quality support to the Executive Director, monitoring and ensuring implementation of management decisions, coordinating policy and management activities among the various divisions, coordinating the day-to-day and mid- and long-term activities of the Office of the Director-General/Executive Director with regard to scheduling and travel plans, facilitating meetings of the Executives Committee, independent evaluation functions and providing legal advisory, protocol and speechwriting services. Continuous efforts were made throughout the biennium to ensure the effective and timely delivery of outputs and services of programmed activities within the subprogrammes of the Office's work.

(b) Improved geographical representation and gender balance of staff

399. UNODC exceeded the target with regard to geographical balance and continued to gradually improve representation of women among its staff. During the biennium, four out of eight staff members selected for geographical posts were from unrepresented or underrepresented Member States. In the Professional and higher categories, UNODC achieved a slight increase in the representation of women

during the biennium, from 44.5 per cent (at the end of 2011) to 44.6 per cent (at the end of 2013).

(c) Identification of emerging issues that require attention by Member States

400. In 2012 and 2013, the Executive Director continued the practice of meeting regularly with Member States on current and emerging issues, briefing various groupings of Member States and addressing high-level events. In addition, the Executive Director undertook field visits to 44 countries across several regions with a view to strengthening the Office's regional, subregional and country-level presence, expanding cooperation and mobilizing political support and momentum in the implementation of the Office's mandate.

(d) Timely recruitment and placement of staff

401. The average number of days that a professional post remained vacant was considerably reduced during the cycle, from 195 days in the 2010-2011 biennium to 113 days in 2012-2013, mainly thanks to regular reporting to management, extensive training of hiring managers and provision of specially developed procedural guidance to them, including templates and a summary of "dos and don'ts". Unavoidable delays in making selection decisions were due to the need to have post funding confirmation prior to making a selection decision, as about 90 per cent of UNODC posts are funded through voluntary contributions. To expedite the filling of posts, UNODC is advertising envisaged but not yet funded job openings.

(e) Enhanced policy coherence in the management of the activities of the United Nations

402. During the biennium, the UNODC continued to contribute to the United Nations system coordination efforts, including those relating to inter-agency affairs, policy and programme matters and formal agreements, as well as coordinate responses to reports and requests of other entities of the United Nations system. In February 2013, the Secretary-General's Policy Committee decided to extend membership of the United Nations system task force on transnational organized crime and drug trafficking as threats to security and stability, to the World Health Organization and the Office for Disarmament Affairs of the Secretariat. In November 2013, UNODC, together with the Department of Political Affairs, organized a task force meeting which adopted key messages on transnational organized crime and drug trafficking and discussed the development of a task force strategy for inputs into the special session of the General Assembly on the world drug problem in 2016.

(f) UNODC technical cooperation programmes evaluated according to the United Nations Evaluation Group standards

403. In 2012, four in-depth evaluations were led and completed by the Independent Evaluation Unit, and in 2013 four in-depth evaluations and one global programme evaluation were completed and disseminated. Evaluation findings and recommendations were presented to stakeholders, Member States and senior management. In 2012, the Independent Evaluation Unit further provided backstopping to several evaluations, with 11 project evaluations and seven self-evaluations finalized and published on the website. In 2013, 16 project evaluations and eight self-

evaluations were completed, according to project managers' evaluation plans. The Independent Evaluation Unit has further revised evaluation normative tools, guidelines and templates to be mandatorily used in the evaluation process, developed an online tool for project and self-evaluations, ensuring adherence to evaluation norms and standards, and established a network of evaluation focal points at headquarters and in the field. The evaluation policy was updated in line with recommendations from different oversight bodies, reflecting the needs of the organization.

Subprogramme 1
Countering transnational organized crime and illicit trafficking, including drug trafficking

(a) *Member States ratify the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the protocols thereto and enact domestic legislation in line with these instruments*

404. The number of parties having ratified the Convention against Transnational Organized Crime and the protocols thereto increased to 179 with 14 new ratifications during the biennium for the Convention, 159 with 12 new ratifications for the protocol against trafficking in persons, 138 with 9 new ratifications for the protocol against the smuggling of migrants and 107 with 17 new ratifications for the firearms protocol. During the biennium, three parties ratified the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988, bringing the total number of States parties to 188.

405. UNODC provided assistance with regard to the ratification and implementation of the Convention against Transnational Organized Crime. UNODC provided pre-ratification advice to Thailand, which ratified the Convention in 2013, and assisted Viet Nam in the review of its penal legislation. It provided training on international cooperation in the Islamic Republic of Iran and Iraq; supported legislative drafting processes in Myanmar and Cambodia; assisted 11 States in evaluating their compliance with the Convention; and provided legislative support on the international drug control conventions to Albania, Liberia, Libya, Timor-Leste and Ukraine.

(b) *Member States are equipped to take effective action against transnational organized crime, including drug trafficking, money-laundering, trafficking in persons, smuggling of migrants and illicit manufacturing and trafficking of firearms; and emerging policy issues as mentioned in General Assembly resolution 64/179*

406. UNODC has developed a number of tools to assist Member States in taking action against transnational organized crime, including model legislative provisions against organized crime, manuals on international cooperation in criminal matters, guidelines for crime prevention and criminal justice responses with respect to trafficking in cultural property, a draft comprehensive study on cybercrime and a knowledge management portal ("SHERLOC") containing organized crime case law and legislation. Since October 2013, the "SHERLOC" portal has received 851 visits, 244 of them unique. In 2013, 128 cases were uploaded into the case law database and 588 entries were made in the database of legislation. UNODC also continued to

refine other tools, such as the directory of competent national authorities and the mutual legal assistance request writer tool.

Subprogramme 2
Countering corruption

(a) Improved capacity of Member States to prevent and fight corruption in line with the United Nations Convention against Corruption

407. In response to needs that emerged from the implementation review mechanism of the United Nations Convention against Corruption, technical assistance was provided by UNODC anti-corruption field-based advisers and headquarters-based staff to build the capacity of anti-corruption bodies and criminal justice institutions to prevent, investigate and prosecute corruption; participate in international cooperation in criminal matters pertaining to corruption; and engage in asset recovery efforts. Over 1,000 participants benefited from national and regional training exercises. Tools were developed to meet the needs of national authorities to effectively prevent and combat corruption, including a strategy for safeguarding against corruption in major public events; a guidebook on anti-corruption in public procurement and the management of public finances; a resource tool for Governments and journalists to report on corruption; resource guides on State measures for strengthening corporate integrity and on strengthening judicial integrity and capacity; and a study on criminalization approaches to combat match-fixing.

(b) Enhanced decision-making and policy direction by the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies and the United Nations Congress on Crime Prevention and Criminal Justice

408. As the secretariat to the Conference of the States Parties to the United Nations Convention against Corruption, UNODC supported technically and substantively the fifth session of the Conference, its working groups on prevention and asset recovery, the Implementation Review Group and the expert group meetings on international cooperation. UNODC contributed to the work of the General Assembly, the Economic and Social Council and the Commission on Crime Prevention and Criminal Justice for all mandates related to corruption. UNODC followed up on the Salvador Declaration adopted at the Twelfth United Nations Congress on Crime Prevention and Criminal Justice in 2010 and engaged in technical and substantive preparations for the Thirteenth Congress (2015). Through the implementation review mechanism of the United Nations Convention against Corruption, 55 country reviews were completed (and the respective executive summaries of the country reports were shared as United Nations documents), with 114 countries still under review.

(c) Improved capacity of Member States to implement the United Nations Convention against Corruption and to address economic fraud and identity-related crime

409. During the biennium, 10 countries ratified or acceded to the United Nations Convention against Corruption. Ten field-based advisers and 30 headquarters-based staff provided tailored assistance to countries to advance the ratification process of

the Convention; legislative drafting assistance and legal advice for States to incorporate provisions of the Convention in their domestic legislation; support for setting up and strengthening national institutional and policy frameworks; support to prevent corruption in the public and private sectors; and education and awareness on the role of civil society organizations, academia, parliamentarians, the media, youth and the general public. UNODC ensured coordination and cooperation with relevant regional and international organizations in implementing the different activities. Specific efforts also aimed at integrating anti-corruption in development assistance and in supporting South-South learning.

Subprogramme 3
Terrorism prevention and combating

(a) Improved capacity of Member States to prevent terrorism in accordance with the rule of law

410. During the biennium, UNODC provided legal and capacity-building assistance to 111 countries, resulting in 49 new ratifications of 18 international legal instruments against terrorism and the training of 5,303 national criminal justice officials. Twenty-six countries were provided with legislative drafting assistance. Four new technical assistance tools were developed, including one for countering the use of the Internet for terrorist purposes; new training curriculum modules on transport-related terrorism offences and on human rights and criminal justice response to terrorism; and a training module for judicial police officers in the Sahel region. Furthermore, a new online course entitled "International criminal cooperation: a key tool in the fight against terrorism in the Sahel region" was developed.

(b) Improved capacity of Member States to implement the international conventions and protocols related to the prevention and suppression of terrorism, as well as relevant Security Council resolutions, in pursuance of the Global Counter-Terrorism Strategy of the United Nations

411. UNODC continued to develop the range of its specialized technical assistance in such areas as countering the use of the Internet for terrorist purposes, chemical, biological, radiological and nuclear terrorism and support to victims of terrorism, among others, and focused on sustainable training through the implementation of train-the-trainers programmes and expansion of the online training platform, which offers online courses and real-time discussions to a worldwide audience of criminal justice practitioners. During the biennium, UNODC carried out for the Member States 165 national, regional and subregional technical assistance and capacity-building activities on the international legal framework against terrorism and selected technical issues in preventing and combating terrorism.

Subprogramme 4
Justice

(a) Enhanced capacity of Member States to develop and maintain fair, humane and accountable domestic criminal justice systems in accordance with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

412. During the reporting period, UNODC worked on strengthening the capacity of States to improve criminal justice systems in line with the United Nations standards

and norms in crime prevention and criminal justice and other relevant international instruments. In particular, the Office assisted Member States in developing and implementing policies and strategies of the Commission on Crime Prevention and Criminal Justice on the basis of UNODC assessments, advice and programme support; developing and implementing Commission policies and strategies using UNODC tools and training; and developing or updating standards and norms.

(b) Improved capacity of Member States to prevent crime in accordance with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

413. During the reporting period, UNODC worked on strengthening the capacity of States to improve criminal justice systems in line with United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments. In particular, the Office assisted Member States in developing and implementing policies and strategies of the Commission on Crime Prevention and Criminal Justice on the basis of UNODC assessments, advice and programme support; developing and implementing Commission policies and strategies using UNODC tools and training; and developing or updating standards and norms. During the biennium, 15 countries, as compared to 10 in 2010-2011, received UNODC assistance and used tools, manuals and training materials to develop, adopt and implement strategies and programmes for crime prevention, particularly in the area of urban crime and violence prevention.

Subprogramme 5
Health and livelihoods (Combating drugs and HIV)

(a) Increased implementation at the national level of evidence-based services related to drug use in the community

414. UNODC provided 96 countries with assistance for the provision of evidence-based services related to drug use in the community. Such assistance was provided in connection with evidence-based drug use prevention in line with principles of effectiveness (15 countries), drug dependence treatment, rehabilitation and social reintegration in line with principles of effectiveness (41 countries) and the adoption and implementation of strategies and programmes on HIV/AIDS as related to drug users, including injecting drug users (40 countries).

(b) Individuals living in prison settings being less vulnerable to drug use and HIV/AIDS

415. Upon request from Member States, five countries received assistance from UNODC to establish and/or scale up legislation, strategies, training and awareness raising in relation to drug dependence in the criminal justice system, and 25 countries received support from UNODC to develop, adopt and implement HIV/AIDS prevention, treatment, care and support policies and programmes in a recovery-oriented continuum of care in the criminal justice system.

(c) Individuals who might be or have been trafficked being less vulnerable to drug use and HIV/AIDS

416. The work in this area is provided as part of ongoing projects of UNODC in the area of human trafficking. With regard to the work on HIV/AIDS as it relates to

human trafficking, 15 countries during 2012-2013, as compared to 10 countries during 2010-2011, developed, adopted and implemented strategies and programmes on drug use and HIV/AIDS as related to human trafficking.

(d) Improved capacity of Member States to design, implement, monitor and evaluate sustainable crop control strategies through alternative development or preventive alternative development and to provide sustainable livelihoods to populations vulnerable to drug dependence and crime as a result of social and economic marginalization

417. The Secretariat advised the Governments of Myanmar, the Lao People's Democratic Republic and Ecuador on crop control strategies. Member States met to discuss and formulate inputs for a set of guiding principles to be used to design, implement, monitor and evaluate sustainable crop control strategies. The guiding principles were adopted by consensus at the International Conference on Alternative Development, held in Lima in November 2012, by the Commission on Narcotic Drugs in March 2013, by the Economic and Social Council in August 2013 and, as the United Nations Guiding Principles on Alternative Development by the General Assembly in December 2013 (see resolution 68/196).

Subprogramme 6
Research and trend analysis

(a) Enhanced knowledge of trends, including emerging trends in drugs and specific crime issues, available to Member States and the international community

418. Acting in its capacity as a repository of analytical expertise in drugs and crime, UNODC continued to maintain and improve its data collection and management system, to disseminate drugs and crime statistics and to publish analytical studies on specific drugs and crime problems. UNODC published the annual *World Drug Report*, the biennial *Global Report on Trafficking in Persons*, transnational organized crime threat assessments for West Africa, Eastern Africa and East Asia and the Pacific and several drug and crime survey reports. These reports were widely used by the international community, as evidenced by the increased number of downloads (from 2 million in 2011 to 3.17 million in 2013) and citations (from 2,000 in 2011 to 2,760 in 2013). Further UNODC assisted Member States in building their data collection and monitoring capacities, including those relating to illicit crops and drug abuse, corruption and victimization.

(b) Improved scientific and forensic capacity of Member States to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making

419. The international collaborative exercises continued to record significant progress with 156 laboratories from 55 Member States participating in 2013. The exercises helped drug-testing laboratories to continuously monitor their own performance on a global scale. Normative activities towards internationally accepted standards included developing manuals/guidelines on methods for forensic analysis and laboratory best practices, and in the non-drug sector focused on security document examination. Direct assistance to support interdiction capacity included drug and precursor field testing kits (1,161), crime scene investigation kits (312)

and reference standards of controlled drugs (2,720) for laboratory testing. Activities under the Global Synthetics Monitoring: Analyses, Reporting and Trends (SMART) programme included work on new psychotropic substances, the related report on global challenges and the development of the early warning advisory.

Subprogramme 7
Policy support

(a) *Enhanced decision-making and policy direction by the Commission on Narcotic Drugs and its subsidiary bodies, and by the Commission on Crime Prevention and Criminal Justice*

420. In the surveys conducted among members of the extended bureau of the Commissions in 2013, full satisfaction with the quality and timeliness of the technical and substantive services provided by the Secretariat, including the quality of the session documents and conference services, was expressed by all nine of the nine members of the Commission on Narcotic Drugs who submitted the survey and all nine of the nine members of the Commission on Crime Prevention and Criminal Justice who submitted the survey. The number of extended bureau members expressing full satisfaction remained the same in 2013 compared with the baseline value in 2012.

(b) *Enhanced quality of services provided for implementation of the work of the International Narcotics Control Board*

421. In the surveys conducted among Board members in 2012, 11 of the 13 Board members submitted the survey and all expressed full satisfaction. In the surveys conducted among Board members in 2013, 11 of the 13 Board members submitted the survey and all expressed full satisfaction. The proportion of Board members expressing full satisfaction increased in 2012-2013 compared with the baseline value for 2010-2011, which was 80 per cent.

(c) *Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice*

422. The number of visitors to the UNODC home page remained constant at 200,000 to 250,000 unique visitors per month. The website was maintained in English, French and Russian. UNODC launched its most successful awareness campaign, featuring a video on transnational organized crime viewed online 100,000 times and aired over 350 times by international television networks. Followers of the UNODC Twitter account climbed in 2013 from 22,000 to 39,450 and Facebook "likes" from 25,000 to 38,300. Two global campaigns were launched for International Anti-Corruption Day, "ACT against Corruption" in 2012 and "Zero Corruption — 100 % Development" in 2013, respectively. For International Drugs Day 2013, a new campaign was launched on the subject of new psychoactive substances. A brochure targeted at donors was produced to raise funds for the United Nations Voluntary Trust Fund for Victims of Trafficking in Persons, Especially Women and Children. Support was given for a fundraising event with UNODC Goodwill Ambassador Nicolas Cage.

(d) Increased support for national drug control, crime prevention and criminal justice activities

423. Overall relations with donors were managed under the subprogramme, as well as the workflow related to pledges and contributions to UNODC. The actual number of contribution agreements declined slightly in 2012, even as the overall funding went up. The funding level was stable in 2013, but the number of funding agreements increased by 22 per cent. While some donors began pledging larger amounts and making more multi-year pledges, others made numerous small pledges. Overall, there were significant variations in donor funding practices.

(e) More activities to mobilize resources to meet this objective

424. Donor relations and the workflow for all incoming pledges and contributions to UNODC were managed under the subprogramme. Resource mobilization missions were dispatched to the following major donor countries: Belgium, Canada, Denmark, Italy, Japan, Luxembourg, Netherlands, Switzerland, the United Kingdom and the United States. A donor relations component was also incorporated in substantive visits to Albania, Bosnia and Herzegovina, Montenegro, Serbia and the former Yugoslav Republic of Macedonia, and in a high-level interdivisional mission to review the UNODC Regional Office for Southern Africa. Further, the Executive Director visited five major donor countries: Germany, Italy, Japan, Norway and the United States. In addition, seven briefings were organized with substantive colleagues from headquarters to raise awareness of the Office's work among permanent missions in Vienna. Work was also done on the conceptualization and roll-out of full cost recovery, approved by the Commissions at the end of 2013 for application during 2014-2015.

Section 17
UN-Women

Highlights of programme results

Working at the global, regional and country levels, UN-Women integrated normative support, operational activities, coordination, strategic partnerships, knowledge management and advocacy to bring real change to women's and girls' lives. At the United Nations Conference on Sustainable Development, advocacy by UN-Women resulted in the recognition of the centrality of gender equality to sustainable development. The Entity's efforts also ensured a historic agreement at the fifty-seventh session of the Commission on the Status of Women: a comprehensive plan that pushes the frontier on norms and commitments of Member States to end violence against women. Through its regional architecture, UN-Women strengthened its country-level presence. It supported United Nations efforts for system-wide coherence, which is conducive to greater focus on gender equality. This included its programmatic presence in most "delivering as one" countries, as well as its active contribution to expanding the "delivering as one" modality. A major step forward in enhancing accountability of the United Nations system on gender equality was the endorsement by the Chief Executives Board for Coordination, in 2012, of the United Nations system-wide

Action Plan on Gender Equality and the Empowerment of Women, whose development was led and coordinated by UN-Women. Fifteen entities have already created gender equality policies aligned with the Action Plan, with UN-Women providing direct support for the development of six of these.

Challenges and lessons learned

It is critical that all stakeholders continue to solidify progress made and accelerate action and investment to effectively overcome gaps that perpetuate inequality and discrimination against women and girls. Two key opportunities lie ahead in this regard: the development of the post-2015 development agenda and the sustainable development goals, as well as the 20-year review and appraisal of the implementation of the Beijing Declaration and Platform for Action. Going forward, UN-Women will seize these and all other opportunities to be a leading voice and advocate for gender equality and to make a lasting difference for women and girls everywhere.

Output implementation rate

425. The above-cited results are based on the implementation of 93 per cent of 238 mandated, quantifiable outputs.

426. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 17)).

Executive direction and management

(a) Programme of work is effectively managed

427. After three years of operation, UN-Women has become a strengthened organization in its structures, capacities and experience of how to achieve its mandate. During the biennium, UN-Women led the promotion of gender equality and the empowerment of women, with an emphasis on five thematic areas: promoting women's economic opportunities, ending violence against women and girls, improving women's role and leadership in peace, security and humanitarian response, and promoting gender-responsive planning and budgeting. The Entity's programme was structured into three areas: (a) partnerships, coordination and intergovernmental work, (b) programme and policy and (c) management and administration. The new regional architecture of UN-Women, approved by its Executive Board in November 2012, resulted in the consolidation and expansion of its regional and country presences, which empowered senior leaders in the field to make strategic decisions that are responsive to national and regional priorities and ensure effective cooperation with the United Nations system.

(b) Timely and quality submission of relevant documents for consideration by the governing bodies

428. During the biennium, UN-Women sought to expand and deepen norms and standards on gender equality and the empowerment of women, both as an end in itself and as an essential step in the realization of human rights, peace and security and development. The Entity delivered on its normative mandate through substantive support to the Commission on the Status of Women, the General Assembly, the Economic and Social Council and the Security Council, to which UN-Women reports routinely on agenda items on gender equality, as well as through engagement with sectoral intergovernmental bodies to strengthen attention to gender equality in their deliberations and outcomes. In addition, parliamentary documentation prepared by UN-Women supported the work of its Executive Board.

Subprogramme 2
Gender issues and advancement of women

(a) Intergovernmental support and strategic partnerships

(a) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres

429. UN-Women supported the preparation for and the servicing of the fifty-sixth and fifty-seventh sessions of the Commission on the Status of Women. In particular, the Entity prepared eight reports of the Secretary-General for the fifty-sixth session and four for the fifty-seventh session and enabled broad participation and engagement of civil society, including grassroots-level women. While Member States could not reach agreed conclusions on the priority theme at the fifty-sixth session, key resolutions were adopted, tackling such issues as gender equality and the empowerment of women in natural disasters; maternal mortality and morbidity; and indigenous women. Subsequently, UN-Women embarked on an unprecedented level of preparations, substantively and in terms of advocacy, mobilization and alliance-building, which led to the historic outcome of the fifty-seventh session of the Commission on the Status of Women. The agreed conclusions of the fifty-seventh session provided Member States with a clear plan setting out specific policy actions to eliminate and prevent all forms of violence against women and girls.

(b) Enhanced capacity of the United Nations system entities to mainstream gender perspectives, to improve the representation of women and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way

430. Important advances were made in gender mainstreaming and accountability in the United Nations system. Since the development of the United Nations system-wide Action Plan on Gender Equality and the Empowerment of Women, led by UN-Women and endorsed by the United Nations System Chief Executives Board for Coordination, the Entity provided leadership and support to ensure reporting on the Action Plan. It assisted at least 23 United Nations entities in the course of the biennium to establish baselines, develop strategies and improve institutional capacity. UN-Women actively supported the process and agreement on a Policy Committee paper instructing the Secretariat to take positive measures on gender parity at all levels. In addition to leading the preparation and the endorsement by the

United Nations Development Group of a gender marker guidance note to track United Nations entities' allocations to gender equality. UN-Women also worked through inter-agency mechanisms at Headquarters and the field to ensure integration of gender perspectives in activities and outcomes.

(c) Enhanced capacity of UN-Women to support Member States' efforts to achieve internationally agreed and national gender equality priorities

431. UN-Women bolstered its capacity to mobilize and leverage adequate resources, enabling it to strengthen its institutional capacity in line with the vision leading to its creation. This helped ensure that, of the 130 Member State pledges to UN-Women, a third were in the multi-year format, so as to help ensure sustainability and predictability of funding. Apart from traditional donors, a number of new donors, including developing countries, contributed. In addition, the programme established a private sector and foundations team that strengthened partnerships with several companies and foundations. These partnerships began to bear fruit in the form of financial resources and innovative programming, as well as high visibility in the media. More broadly, UN-Women continued to strengthen partnerships with multiple actors to influence global agendas and enhanced its role as the global advocate for women's rights with successful communication initiatives, including through social media.

(b) Policy and programme activities

(a) Enhanced policy support for the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women

432. UN-Women leveraged its intergovernmental support functions to strengthen norms and standards on gender equality, and successfully framed women's empowerment not only as a human rights issue, but also a developmental and peace and security issue. Key developments during the biennium included the recognition of gender equality's centrality to sustainable development at the United Nations Conference on Sustainable Development, the agreed conclusions on violence against women adopted at the fifty-seventh session of the Commission on the Status of Women, and Security Council resolutions 2106 (2013) and 2122 (2013) on women and peace and security. The Entity's engagement at the Economic and Social Council was also instrumental in laying a strong gender equality foundation for the quadrennial comprehensive policy review of operational activities of the United Nations system. UN-Women supported the implementation of norms and standards on gender equality through its operational work at the regional and country levels, especially in violence against women, peace and security, leadership and participation, economic empowerment and national planning and budgeting. This included supporting the implementation of the Convention on the Elimination of All Forms of Discrimination against Women.

(b) *Effective implementation of Security Council resolution 1325 (2000) on women and peace and security by the United Nations system*

433. During the period, major legal, normative and policy advancements were made. This included the adoption of the Security Council resolutions 2106 (2013) and 2122 (2013), General Recommendation 30 of the CEDAW, the criterion on gender-based violence in the Arms Trade Treaty, and the declaration on women's economic empowerment for peacebuilding by the Peacebuilding Commission (PBC/7/OC/3). UN-Women contributed significantly to these outcomes through preparation of mandated reports, substantive inputs and provision of technical expertise. Improvements in tracking progress in implementation of Security Council resolution 1325 (2000) through indicators have advanced policy analysis and strengthened coordination amongst the UN entities through the Strategic Results Framework on women, peace and security. UN-Women's catalytic role in promoting implementation of the women, peace and security agenda through the provision of technical expertise and programming was recognized through a fourteen times increase of Peacebuilding Fund allocations to UN-Women from $500,000 in 2010 to 7 million in 2013.

(c) *Strengthened commitment by countries to eliminate discrimination against women and girls and empower women, in line with internationally and regionally agreed United Nations commitments on gender equality*

434. UN-Women continued to support national partners in prioritizing the strengthening of systemic and institutional capacity in order to ensure gender responsiveness in budgets, national plans and to further build the evidence base for gender equality. National planning documents in 28 countries incorporated priorities and budgets on gender equality and women's empowerment; and 20 countries had systems in place to track and make public allocations for gender equality and women's empowerment. UN-Women's support to finance and planning ministries, national women's machineries and local governments continued to focus on improving capacity to collect and analyse data, conduct gender-responsive budget analysis and advocacy, and promote inclusiveness of women's participation in planning processes.

(d) *Improved capacity of national mechanisms for gender equality, service delivery institutions and advocacy organizations to more effectively advance gender equality and women's empowerment and to protect women's human rights*

435. UN-Women continued to work in collaboration with a wide range of stakeholders, at different levels, to help accelerate progress towards gender equality and women's empowerment. Capacity development is a cornerstone of its strategy in response to demand for support at the national, community and institutional levels, and UN-Women followed a capacity development framework consistent with UNDG, which visualizes capacity development in terms of individual competencies, collective capabilities and system capacity. UN-Women's initiatives supported partners and constituencies, including government ministries of finance and planning, national women's machineries and other government institutions, civil society organizations, and grassroots women's groups through training; the provision of technical expertise and financial support in development and dissemination of knowledge and learning; mobilizing of networks and advocating

for the inclusion of women's voices; and South-South cooperation, in accordance with the *Quadrennial Comprehensive Policy Review*.

(e) Enhanced capacity of UN-Women to mobilize and manage multi-donor funding arrangements that respond to demands from programme countries

436. UN-Women managed two multi-donor initiatives, the Fund for Gender Equality and the United Nations Trust Fund to End Violence against Women. Since its launch in 2009, the Fund for Gender Equality has delivered grants of $56.5 million to 96 grantee partners in 72 countries. Grants ranged from $100,000 to $3 million, with duration of one to four years. By 2013, the Fund for Gender Equality grantee programmes reportedly reached 8.8 million beneficiaries and indirectly benefited nearly 10 times that number. In 2013, the Trust Fund to End Violence against Women completed its seventeenth grant-making cycle, awarding $8 million in grants to 17 initiatives in 18 countries and territories. First-time grant recipients included organizations from Antigua and Barbuda, Mauritania, Myanmar and Kosovo. These new grants are expected to reach 2.3 million beneficiaries between 2014 and 2017. To date, the Trust Fund has supported 368 initiatives in 132 countries and territories, delivering a total of $95 million in grants.

(f) Enhanced capacity of UN-Women to lead and coordinate United Nations system support to Member States at country level to implement commitments to gender equality and to undertake gender mainstreaming

437. UN-Women strengthened the way the United Nations system holds itself accountable for gender mainstreaming. Where UN-Women had a full country presence, it took on a leadership role in coordinating the United Nations system support, for example by chairing or co-chairing gender theme groups. UN-Women worked closely with and enjoyed strong and valued support from United Nations country teams and resident coordinators, participating in joint programmes. UN-Women also helped to revitalize gender mainstreaming in various areas, for example in evaluation through its participation in the United Nations Evaluation Group and its contribution to the development of guidance for agencies of the United Nations system on how to integrate human rights and gender equality dimensions throughout the evaluation process.

Section 18
Economic and social development in Africa

Highlights of programme results

During the biennium, the Economic Commission for Africa was successful in achieving its objectives by conducting and supporting quality research, servicing high-level conferences and delivering capacity-building and other activities. The *Economic Report on Africa* and the report entitled *Assessing Progress in Africa toward the Millennium Development Goals* contributed to improving the design, implementation and monitoring of economic and social policies of member States. The report entitled *Assessing Regional Integration in Africa* led to the decision to create a pan-African free trade area by an indicative year of 2017. Moreover, the Commission convened the Africa regional implementation meeting, which adopted an outcome document containing Africa's position and concrete proposals for the implementation of the main outcomes of the United Nations Conference on Sustainable Development.

The forty-fifth and forty-sixth annual sessions of the Commission emphasized the themes of "Unleashing Africa's potential as a pole of global growth" and "Making the most of Africa's commodities: industrializing for growth, jobs and economic transformation", respectively. The forty-sixth session concluded with a unanimous call to pursue commodity-based industrialization as an impetus to Africa's aspirations for structural transformation. The eighth African Development Forum outlined actions and commitments that will see Africa gain more from its land, mineral, forestry and fishery resources.

Challenges and lessons learned

The Commission's collaboration with partners in the area of social development raised the visibility of its policy work and provided opportunities to undertake joint analytical projects. Effective interactions to improve outreach to member States on social development issues are still needed. The restructuring provided an opportunity to sharpen the work of subprogrammes to better deliver on social development priorities in the region. Recurrent challenges include limited data and limited capacity at the national level to fully implement members' development plans. More attention is needed to finding innovative ways of ensuring the impact of deliverables in the long run. In this regard, strengthening of the African Centre for Statistics and increased collaboration with the Centre will help in meeting data-related challenges. Other lessons learned include the importance of aligning work programmes to ensure synergies and of rethinking the capacity-building strategies used the Commission. Activities related to capacity-building have often been one-time events with limited follow-up and have rarely take into account member States' limitations in the context of the evolving technological discourse.

Output implementation rate

438. The above-cited results are based on the implementation of 97 per cent of 517 mandated, quantifiable outputs.

439. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 18)).

Executive direction and management

(a) Programme of work is effectively managed

440. The work of the Economic Commission for Africa (ECA) during the reporting period addressed the major development challenges faced by African countries,

including those relating to the role of the State in economic transformation; climate change and sustainable development; governance and public administration; activities in member States; information, science and technology for development; trade and regional integration; gender and women in development; subregional activities for development; and statistics. Other areas of focus included strengthening United Nations support to the African Union and its New Partnership for Africa's Development (NEPAD). At its 2012 and 2013 annual sessions, the Commission was commended by member States for its work in support of Africa's development agenda and, in particular, for promoting sound management of Africa's immense natural resources and helping to bring a planning framework back to national development planning on the continent.

(b) Increased timeliness of submission of documentation

441. ECA was commended during the annual sessions of the Commission for having improved its conference documentation. The improvement was due to a well-functioning steering committee that provided overall guidance for the preparatory process and oversaw the work of the technical committees responsible for the publication plans.

(c) Identification of emerging issues that require attention by member States

442. The forty-fifth session of the Commission adopted a series of measures that recognizes the opportunities, potentialities and challenges for Africa to become a pole of global growth and calls for the promotion and implementation of a holistic, coordinated and integrated policy approach to unleash balanced and sustainable growth and the development potential of African countries. The forty-sixth annual session was organized around the theme of "Industrialization for an emerging Africa". The ministers considered industrialization to be crucial to the capacity of African countries to reap the full benefits of growth, especially in the current global economic context and in view of the continent's own need for structural transformation. The ministerial meeting concluded that industrialization had become imperative for Africa's development and that its concerted pursuit could not be postponed any longer.

(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations

443. The Commission's work enhanced the coherence and coordination of United Nations agencies and organizations in support of the implementation of the African Union's NEPAD programmes at the regional level. Notably, the nine clusters of the Regional Coordination Mechanism for Africa were better coordinated and each prepared demand-driven business plans, shared information and mainstreamed cross-cutting issues. As a result, over 14 joint programmes were implemented by United Nations agencies. That success was achieved largely through the preparation of efficient and effective programming guidelines and the provision of extensive cluster training. In addition, ECA conducted a comprehensive diagnosis of the capacity-building needs of the Commission of the African Union which brought greater focus to United Nations support of that Commission.

(e) Mobilization and promotion of public information on the role of ECA in the African region

444. As an important part of its communication and dissemination strategy, ECA revamped its website with more substantive content and a new, more user-friendly look. The website, which is now available in both French and English, helped the Commission to reach its target audience of policymakers, ministers and civil society groups during the biennium. In addition, press releases, web stories and ECA outputs (publications, reports, etc.) were made available worldwide on the website and were widely disseminated electronically by means of archival compact disks and flash drives.

(f) Build new, and strengthen existing, partnerships and broaden the extrabudgetary resource base of ECA

445. During the reporting period, ECA made considerable progress in building new and strengthening existing partnerships with development partners as a key approach to advancing the African development agenda. The Governments of Canada and Australia agreed to support the establishment of the African Minerals Development Centre and provided approximately $15 million and $5 million, respectively. Negotiations are at advanced stage with other potential donors to support the Centre. In addition, ECA has effectively engaged new donors and partners such as the United States, Brazil and Ireland, who intend to join the joint financing arrangement in support of the Commission's 2013-2015 business plan. The Commission received a total of $48.6 million in extrabudgetary funding during the biennium 2012-2013, compared to $43.6 million received in 2010-2011. The main contributors were Denmark, Norway, Sweden and the United Kingdom.

Subprogramme 1
Macroeconomic analysis, finance and economic development

(a) Improved design, implementation and monitoring of sound macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals, by member States

446. Several publications, including the 2012 and 2013 issues of the *Economic Report on Africa* and the Millennium Development Goals report, *Assessing Progress in Africa toward the Millennium Development Goals*, were produced, launched and widely disseminated to improve the design, implementation and monitoring of economic and social policies of member States. Ministers viewed the themes of "Unleashing Africa's potential as a pole of global growth" and "Making the most of Africa's commodities: Industrializing for growth, jobs and economic transformation" featured in the *Economic Report on Africa* in 2012 and 2013, respectively, as timely and pertinent, and used the reports as platforms to advocate for improved governance, institutional, economic and social policy to encourage domestic structural transformation in the region. In addition, ECA provided research and technical assistance to enhance the capacity of member States, particularly in the areas of medium- and long-term development planning.

(b) Increased capacity of member States to mobilize domestic and external resources for development

447. The Commission conducted research in highly specialized areas and provided technical support to enable member States to address key challenges in mobilizing of domestic and external resources for development. For example, high-level research was completed on identifying financing solutions for small and medium-scale industries in Africa, both of which are integral to encouraging growth and development. Member States also received support at regional and international forums in considering and addressing development challenges faced by the region in an increasingly globalized environment. A presentation on money laundering and its implications for Africa was made at the nineteenth African Partnership Forum in Benin, which provided an opportunity for member States to improve their knowledge of the negative impact of money laundering on social and economic development in Africa. The High-level Panel on Illicit Financial Flows from Africa was established to tackle the issue.

(c) Enhanced regional and national capacity to design, implement and monitor economic and social policies and programmes for achieving the Millennium Development Goals, with particular emphasis on the least developed countries

448. ECA worked in collaboration with the Commission of the African Union, the African Development Bank and UNDP to assess progress in attaining the Millennium Development Goals in Africa and to produce, publish and disseminate the report entitled *Assessing Progress in Africa toward the Millennium Development Goals*. The report not only assessed regional progress towards the goals but provided policy direction in respect of financing and of broader institutional and social issues impeding the progress towards the goals, such as weak gender sensitivity in policy development, poor data collection and general social inequality. In addition, the report included a policy brief which succinctly captured the key issues and trends.

Subprogramme 2
Food security and sustainable development

(a) Enhanced capacity and engagement at the national, subregional and regional levels to develop and implement appropriate policies, strategies and programmes for achieving food security and sustainable development

449. The Commission's work on promoting strategic food and agricultural value chains enhanced awareness and knowledge of policymakers and key stakeholders of the potential benefits of the regionalization of the livestock, maize and rice value chains in subregions of the Common Market for Eastern and Southern Africa (COMESA) and the Economic Community of West African States (ECOWAS). The Commission also continued to provide demand-driven advisory services and to forge partnerships for integrated water resources management and development. In direct support of the sustainable development agenda, the Commission convened the Africa regional preparatory conference for the United Nations Conference on Sustainable Development and provided technical support to the African Group of negotiators in New York and to member States. As a result, the outcome of the Conference largely reflected Africa's priorities.

(b) Improved capacity of member States to mainstream climate change into development policies, strategies and programmes

450. Through the African Climate Policy Centre, ECA provided support to regional, subregional and national entities and systems to improve their capacities to address climate change and development challenges by ensuring widely available climate information, packaging and dissemination; quality analysis for decision support and management practice; and informed -decision-making, awareness raising and advocacy. Notable accomplishments during the biennium included implementation of a pilot programme to improve capacities and information on meteorology and hydrology; support for joint management of transboundary groundwater in West Africa; and an assessment of the impact of climate change in selected African countries.

Subprogramme 3
Governance and public administration

(a) Enhanced capacities of African countries to comply with good governance practices, in support of the African Union and its NEPAD and Africa Peer Review Mechanism programmes

451. The Commission's *African Governance Report* monitors progress towards good governance in African countries, showcases good governance practices and promotes policy recommendations for addressing governance deficits. During the biennium, the *African Governance Report III* covered 40 countries and analytical research work from the report was fed into the policy recommendations of the African Governance Forum. ECA significantly enriched and scaled up policy dialogue and reforms on governance in Africa, especially in relation to elections and diversity issues, and charted the way for other institutions to move forward on this issue. For instance, the Government of Seychelles initiated electoral reforms based on the *African Governance Report III* country report, and a serious policy dialogue on reform of the electoral system was launched in Mauritius. Furthermore, the country reports of the *African Governance Report* were at the centre of policy discourse at the session of the African Governance Forum held in Gaborone in October 2012.

(b) Improved capacity of African public institutions to meet obligations of transparency, accountability, efficiency and reliability

452. The Commission's Governance and Public Administration Division continued the implementation of the Regional Anti-Corruption Programme for Africa (2011-2016) through technical support to regional and subregional institutions, production of technical policy papers, peer learning and capacity development. Together with the African Union Advisory Board on Corruption and the Government of Rwanda, ECA organized the International Anti-Corruption Week in Kigali in December 2012, with the first-ever African anti-corruption essay competition for young people. In terms of technical policy research, ECA conducted two major studies: "The private sector and corruption in Africa" and "The media and the challenge of transparency and accountability in the public sphere in Africa". In February 2012, the Commission established a high-level panel on illicit financial flows in Africa at the request of the fourth joint annual meetings of ECA Conference of African Ministers

of Finance, Planning and Economic Development and the African Union Conference of Ministers of Economy and Finance.

(c) Enhanced engagement of civil society and the private sector in governance environments and democratization of the related processes

453. The Governance and Public Administration Division continued to manage a web portal in support of the African Centre for Civil Society and designed a resource/knowledge base and information-sharing portal which collects, organizes, catalogues, presents and disseminates information from diverse sources to civil society organizations. In addition, the Division developed a toolkit to provide its users with a basic understanding of conflict and the capacity to identify, analyse, define and discuss conflict at the different levels at which it occurs. Civil society organizations were mainstreamed into the African Peer Review Mechanism process through the Commission's training workshops both at the national and continental levels, including a second civil society training programme for Central and West African Francophone countries in Abidjan on post-conflict reconstruction. The Division undertook a number of missions to post-conflict countries, during which it provided substantial advisory services to mainstream civil society participation in the policy process. It also provided technical support to the Commission of the African Union for its launch of the African Solidarity Initiative.

Subprogramme 4
Information and science and technology for development

(a) Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communications, geoinformation and science, technology, and innovation policies and strategies

454. The Science and Technology Division of the Commission provided support to member States in the area of information and communications technology, geoinformation and science, technology and innovation. Eight countries received technical assistance support, three of which subsequently completed activities related to developing and implementing national as well as sectoral information and communications infrastructure, science, technology and innovation and national spatial data infrastructure policies and plans. Specifically, Ethiopia completed the development of a national information technology audit framework as part of its cybersecurity strategy; Ghana completed the review of its national information and communications technology for development strategy and developed a geographic urban service infrastructure; Rwanda established the Rwanda Science, Technology and Innovation Endowment Fund; and Zimbabwe completed the review of its national information and communications technology policy and plan.

(b) Enhanced capacity of member States to nurture and harness information and communications technology, geoinformation, science, technology and innovation for development applications at the national, subregional and regional levels

455. The Science and Technology Division provided support that enabled member States to harness science engineering technologies to improve their health-care outcomes. As a result, a biomedical engineering curriculum was developed for use

by nine universities in Ethiopia (two), Kenya (three), Malawi (one), Uganda (two) and Zambia (one). In addition, Uganda and Zambia launched medical device innovation research projects to improve the efficiency of their health-care delivery. To expand the pilot, the African Biomedical Engineering Consortium was launched in 2013. The Consortium will coordinate and promote standards and quality of programmes and facilitate training of trainers and expansion of the initiative. ECA has also helped member States to harness their intellectual assets, organize collaborations in science, technology and innovation and exchange staff as part of the pilot African Technology Development and Transfer Network.

Subprogramme 5
Trade, economic cooperation and regional integration

(a) Increased harmonization and implementation of policies and programmes in the areas of trade and market integration, physical integration, and free movement of people and goods between and across regional economic communities

456. At its nineteenth summit in July 2012, the African Union decided to create a pan-African free trade area by an indicative year of 2017. That arrangement is considered a crucial building block for the creation of the African Economic Community as embodied in the Abuja Treaty. The Union also agreed on an action plan for boosting intra-African trade that includes programmes to harmonize trading policies and arrangements among the African regional economic communities, joint implementation of interregional infrastructure programmes, and establishment of one-border posts to facilitate the free movement of people, goods and services. In addition, an intergovernmental agreement on the Trans-African Highways was formulated, incorporating standards related to technical specification of roads, road safety and environmental impact assessment. The Commission's support of the Commission of the African Union also enabled the drafting of an African road safety charter that is envisaged to speed up implementation of the African road safety action plan (2011-2020) developed in the context of the United Nations Road Safety Decade.

(b) Enhanced capacity for harmonization and convergence of policies and programmes in the areas of monetary and financial integration across the regional economic communities

457. During the biennium, the Commission conducted a regional workshop on best practices and experiences in policy convergence and establishment of single currencies within regional economic communities. The workshop brought together experts from ministries of finance and central banks of African member States, regional economic communities and regional financial institutions, including the Central Bank of West African States, the Macroeconomic and Financial Management Institute of Eastern and Southern Africa, the West African Monetary Institute, the COMESA Monetary Institute, PTA Bank and the European Central Bank. As a result, participants in the Africa Knowledge for Development Networks formed a community of practice with the purpose of sharing and disseminating information. An overwhelming majority of participants (96 per cent) rated the workshop as having met its goal of generating meaningful, relevant and timely discussions on policy convergence and single currencies.

(c) Enhanced capacity of member States to mainstream and integrate trade policies in national and regional development strategies that lead to effective participation in bilateral, regional and multilateral trade and trade negotiations

458. The Commission, together with the United Nations Industrial Development Organization (UNIDO), organized an expert group meeting on metrology, export diversification and intra-industry trade in Africa, which was attended by experts from academia, research institutes, regional economic communities, international organizations, including the Commission of the African Union, and regional, continental and international trade and metrology institutions. The expert group meeting was used as a platform to perform a peer review of an ECA non-recurrent publication entitled "Export diversification and intra-industry trade in Africa" and was complemented by a workshop on export diversification and trade facilitation for boosting intra-African trade. Partner organizations such as WTO and OECD, together with the African group of negotiators from Geneva, helped formulate recommendations for integrating policies favouring export diversification and trade facilitation into national and regional development strategies for enhancing intraregional trade.

Subprogramme 6
Gender and women in development

(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies

459. The Commission made significant progress in disseminating information and designing tools to enhance the capacity of member States to integrate gender concerns into policies and programmes. It provided technical advice to the Commission for Gender Equality, the Statistics Department and the Ministry of Women in South Africa on the use of the African Gender and Development Index. Additionally, senior and mid-level policymakers in the Government of Botswana were provided with technical assistance to build and strengthen their understanding of integrating gender into public finance. Also noteworthy was the Commission's work on gender statistics, in particular a comprehensive assessment of the capacity of selected countries, including Cameroon, Cape Verde, Ethiopia, Tunisia and Zambia, to collect, analyse and report on gender statistics and sex-disaggregated data at the country level.

(b) Enhanced capacity of member States and intergovernmental bodies to mainstream gender and human rights concerns into policies and programmes developed

460. Representatives of gender ministries from 22 countries attended a capacity development workshop in July 2012, which aimed to analyse the major existing challenges and to propose solutions relating to gaps in data availability. Eighty-five per cent of the participants rated as high the relevance and quality of the workshop content. At the workshop, the countries developed context-specific annual action plans to ensure successful implementation at the national level of the African Women's Rights Observatory and the electronic network for national gender equality machineries and mechanisms in Africa (see www1.uneca.org/ngm). In addition, through both the information portal of the electronic network and the

electronic discussion forum, 15 member States shared good practices and developments in their respective countries, which will provide a platform of learning for others. The Commission also successfully completed an empirical study aimed at addressing women's human rights, specifically violence against women in informal cross-border trade.

Subprogramme 7
Subregional activities for development

(a) Component 1: subregional activities in North Africa

(a) Enhanced capacity of member States, the Arab Maghreb Union and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in North Africa

461. The subregional office for North Africa contributed to enhancing the capacities of member States and the Arab Maghreb Union in the areas of economic and social transformation, youth employment, green economy, food security, financial integration, energy transition and gender. While strengthening countries' commitment to the principles and priority issues of sustainable development, the work of the office has contributed to building consensus and reaching concrete positions and recommendations for promoting effective integration. Specifically, to better address the structural factors that are key impediments for the structural transformation of North African economies, member States adopted innovative recommendations to be further implemented at national and regional levels with their partners, including the ECA subregional office for North Africa. In the field of sustainable development, the work of the office contributed to preparing member States, technical stakeholders and the Arab Maghreb Union for the United Nations Conference on Sustainable Development.

(b) Strengthened capacity of the Arab Maghreb Union to implement multi-year programmes through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations system agencies, the African Development Bank and the NEPAD secretariat

462. As a result of the Commission's efforts, the partnership with the Arab Maghreb Union improved significantly during the biennium, as did the partnership between the Union and regional institutions. Many joint activities were organized in the context of the multi-year programme 2010-2012, including, inter alia, a workshop on the harmonization of cyberlegislation in North Africa, an expert group meeting on financial integration and regional governance in North Africa, an expert group meeting on the situation of social protection in North Africa in light of the current demographic issues and an expert group meeting on the United Nations Conference on Sustainable Development. The office also facilitated the participation of the Arab Maghreb Union in key events organized at ECA headquarters on food security and sustainable development and on managing and mobilizing natural resources for African development.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, the private sector, civil society, the Arab Maghreb Union and United Nations agencies

463. The office strengthened its network of academics, researchers and institutions working on international trade, growth and regional integration, sustainable development and gender. A special session on West Africa was organized by WTO in 2012 with a view to increasing exchanges between North Africa and other parts of Africa. Four new networks were established as part of the office's knowledge platform: (1) the 2063 perspective for North Africa; (2) the promotion of renewable energy in North Africa; (3) social protection; and (4) financial integration in North Africa. The platforms serve as tools to disseminate a number of reports and knowledge material produced by the office.

(b) Component 2: subregional activities in West Africa

(a) Enhanced capacity of member States, the Economic Community of West African States (ECOWAS), the West African Economic and Monetary Union, the Mano River Union and other intergovernmental and civil society organizations to formulate and implement macroeconomic and sectoral policies and programmes including gender mainstreaming

464. The subregional office for West Africa organized two sessions of the Intergovernmental Committee of Experts and four ad hoc expert group meetings aimed at strengthening the capacity of member States, ECOWAS, the West African Economic and Monetary Union (WAEMU) and other intergovernmental organizations in West Africa. These activities were informed by the Commission's policy analysis and advocacy work, which also served as a basis for knowledge generation, information sharing, harmonization and coordination of development policies and regional integration programmes in West Africa. Through its analytical research work, the office engaged member States, ECOWAS, WAEMU, the Mano River Union and other intergovernmental organizations on policy advocacy and programme harmonization and contributed to enhancing the capacity of these development partners. The annual flagship economic reports and the expert group capacity-building initiatives provided policymakers with important tools, information and additional knowledge on emerging development issues in the subregion.

(b) Improved networking among key stakeholders involved in the development agenda, including member States, intergovernmental organizations, regional economic communities, civil society organizations, United Nations country teams and other subregional entities

465. The office continued to strengthen the network among member countries, the regional economic communities, intergovernmental organizations and non-governmental organizations. Several consultations were undertaken with regional economic communities, including WAEMU and ECOWAS, towards the final signature of the protocol on cooperation by all intergovernmental organizations in West Africa, which constitutes a historical milestone towards the realization of the regional integration agenda and serves as a reference for other regions on the continent. The subregional coordination mechanism brought United Nations agencies, regional economic communities and intergovernmental organizations together to harmonize

their activities in line with the common regional strategies adopted by ECOWAS and WAEMU. Another important milestone was the earlier organization of the West African intergovernmental organizations' platform and the development of a strategy to strengthen those organizations' collaboration and coordination for effective delivery of regional integration programmes.

(c) Strengthened capacity of regional economic communities and member States to formulate and implement policies related to conflict resolution and post-conflict reconstruction

466. In response to research predicting that youth unemployment is a "time bomb" that will lead to conflict and destabilization in African countries, the office participated in a subregional sensitization and capacity-building initiative to address youth unemployment in collaboration with a youth development institution. The consultative dialogue of experts and other stakeholders held in Ghana aimed at developing a strategic policy framework for addressing youth unemployment in West Africa. It emphasized the importance of the private sector, entrepreneurship, information and communications technology and innovation development in for any strategy. The meeting adopted the "Accra Declaration" on the implementation of a strategic policy framework for youth employment in West Africa.

(c) Component 3: subregional activities in Central Africa

(a) Enhanced capacity of member States and the respective regional economic communities, namely, the Economic Community of Central African States and the Central African Economic and Monetary Community, and other intergovernmental organizations, to formulate and implement harmonized macroeconomic and sectoral policies and to address key emerging subregional integration priorities in Central Africa

467. The ECA subregional office for Central Africa organized two sessions of the Intergovernmental Committee of Experts and four ad hoc expert group meetings during the biennium and provided technical assistance and advisory services to the Economic Community of Central African States (ECCAS). The 2013 edition of *Les économies de l'Afrique Centrale*, which addressed opportunities and challenges of the green economy in Central Africa, led to plans for a centre of excellence for green economy sponsored by the World Bank to be established at the University of Dchang in Cameroon. In addition, the subregional office conducted an institutional audit of the International Commission for the Congo-Oubangui-Sangha Basin and a study on the statistical information system for the livestock, meat and fish trade for the Economic Commission for Livestock, Meat and Fish Resources, which served as a basis for their organizational and programmatic reforms.

(b) Strengthened capacity of the Central African regional economic communities and their specialized institutions to operationalize their compensation and development community funds for the implementation of integration projects

468. Building on its work since 2008 through studies, reports and workshops on self-financing mechanisms in central Africa, the subregional office continued its advocacy role for the operationalization of compensation and community development funds for the implementation of integration projects. The office organized a regional integration day in 2012 with the theme: of subregional trade

and infrastructure development in Central Africa, where it presented an update on the financing of regional integration programmes and called for further action. The office also participated in, and provided inputs into, various events organized on infrastructure financing in the context of the infrastructure development plan in Central Africa.

(c) Strengthened capacity of regional economic communities and member States to formulate policies related to post-conflict recovery

469. During the biennium, the Commission's regional adviser on post-conflict issues provided advisory services to the regional economic communities and member States. A workshop was organized to strengthen the capacities of security stakeholders in the subregion to formulate appropriate policies for conflict resolution. Moreover, a forum on fighting against corruption in post-conflict situations and a field project on the implementation of the post-conflict regional programme in the ECCAS zone contributed to strengthening the capacities of regional economic communities and member States to formulate policies related to post-conflict recovery.

(d) Component 4: subregional activities in East Africa

(a) Enhanced capacity of the member States, the regional economic communities and the intergovernmental organizations in the formulation and implementation of macroeconomic and sectoral policies and programmes, and to domesticate and mainstream regional integration processes, instruments and decisions into national policy, legal and regulatory frameworks

470. The office focused its activities in support of policy formulation and advocacy on regional integration, as exemplified by the sixteenth meeting of the Intergovernmental Committee of Experts, which was organized on the theme of harnessing the potential of the African Peer Review Mechanism to advance mineral resources governance in Africa. The meeting was attended by more than 150 participants, including policy and decision makers from member States and representatives of regional economic communities, intergovernmental organizations, non-governmental organizations, the private sector and civil society organizations, as well as consultants and experts from United Nations agencies. The event proved to be a key forum for building consensus and agreeing on common positions on key issues of concern to the subregion. Two parallel ad hoc expert group meetings on natural resources and conflict management in the Great Lakes region and the common currency in the East African Community contributed to enhancing understanding of the context of regional integration in Eastern Africa.

(b) Enhanced platforms for advocacy and knowledge sharing, experiences and practices, building consensus and a common Eastern Africa voice and position regarding development agenda and subregional priorities

471. The subregional office organized expert group meetings on natural resources and conflict management and a common currency for East Africa. Participants in the former meeting were provided with a snapshot of the diversity and causes of land-related conflicts in eastern Africa as well as lessons learned and best practices in terms of policy and legal responses for conflict prevention and resolution. Experts at the latter meeting from the East African central banks and other relevant

stakeholders acquired new knowledge and left better equipped to share the knowledge gained and implement adopted recommendations.

(c) Increased capacity of the regional economic communities and other intergovernmental organizations, namely, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes States, the Indian Ocean Commission and the International Conference of the Great Lakes Region through improved partnerships to deepen regional integration in East Africa

472. The subregional office provided effective leadership in the formulation of the 2013-2017 business plan for the subregional coordination mechanism for Eastern and Southern Africa, which was adopted in November 2012 during the thirteenth session of the Regional Coordination Mechanism for Africa. The subregional offices for East Africa and Southern Africa engaged United Nations agencies and rallied their support for the African Union, NEPAD, the regional economic communities and intergovernmental organizations in both subregions.

(e) Component 5: subregional activities in Southern Africa

(a) Enhanced capacity of member States, SADC and other intergovernmental organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional integration priorities in Southern Africa; and achievement of the Millennium Development Goals

473. The subregional office for Southern Africa conducted several important studies during the biennium. One study, entitled "Harnessing natural resources for sustainable development in Southern Africa: Opportunities and challenges in the tourism sector", stimulated discussion on the importance and potential of tourism, observing that Southern Africa has enormous tourism potential characterized by a globally unsurpassed tourism resource base that encompasses multiple cultures, wildlife, favourable weather patterns and transboundary parks. Another study, on climate change and the rural economy in Southern Africa, deepened the debate on strengthening climate change mitigation and adaptation strategies to build awareness of the impact of the global warming phenomenon on the rural economy of Southern Africa. The office also convened an expert group meeting that reviewed a report on policy harmonization in addressing gender-based violence and securing the human rights of women in Southern Africa.

(b) Strengthened capacity of SADC to implement multi-year programmes and COMESA, EAC and SADC the agreed-upon tripartite programme through improved partnerships with key stakeholders, including other intergovernmental organizations, United Nations agencies, the African Development Bank, the African Union and the NEPAD secretariat

474. The subregional office supported the eighteenth and nineteenth Intergovernmental Committee of Experts meetings, where three parliamentary reports submitted by the subregional office for Southern Africa on the implementation status of the multi-year programme of collaboration with SADC were adopted. The office also produced several technical publications, including one on promoting commodity market exchanges in the SADC region, which contributed

to strengthening the development of capital markets, particularly commodity futures markets, in the SADC region. Another publication, entitled "Industrialization for economic transformation and sustainable development in Southern Africa: Addressing the gaps", outlined the state of industrialization in Southern Africa and identified key constraints and recommendations to address them. In addition, the office conducted a training seminar for professionals from COMESA and its specialized institutions on results-based management, aimed at enhancing their capacity to plan and promote results-oriented programming and improve performance in their development programmes.

(c) Strengthened information and knowledge networking with key stakeholders involved in subregional development activities, including Governments, SADC, the private sector, civil society and United Nations agencies

475. The subregional office provided several platforms to strengthen information sharing and knowledge networking with and among key stakeholders in the subregion. Sessions of the Intergovernmental Committee of Experts in 2012 and 2013 provided a forum for information sharing and knowledge networking among member States, regional economic communities, United Nations agencies, intergovernmental organizations and other key stakeholders involved in subregional development activities. The office also provided and maintained the virtual knowledge networks and workspaces in communities of practice on such topics as macroeconomic analysis and institutional convergence, food security and sustainable development and macroeconomic analysis and regional integration. In addition, the office created and maintained an observatory space on regional integration on the "Teamworks" platform as another forum to strengthen information sharing and knowledge networking among stakeholders.

Subprogramme 8
Development planning and administration

(a) Enhanced capacity of ECA member States to share experiences and adopt new approaches and address emerging issues regarding macroeconomic policy and analysis

476. During the biennium, a total of 410 senior and mid-career government officials benefited from various training programmes and 660 officials benefited from tailor-made courses delivered with the African Institute for Economic Development and Planning in Rwanda and Zimbabwe under the Gender and Economic Policy Management Initiative. In addition, the subregional office, UNDP and ECA organized an advanced seminar on gender-sensitive macroeconomic policy management, which was attended by representatives of ECCAS, the Central African Economic and Monetary Community, WAEMU, COMESA, ECOWAS, the East African Governmental Development Organization, NEPAD, SADC and the Commission of the African Union.

(b) Strengthened capacity and sharing of best practices and experiences among member States to adopt development planning (including local area development) policies and approaches

477. As a growing number of African countries stepped up their efforts to reinstate and rebuild their development planning policies, processes and institutional

arrangements, the African Institute for Economic Development and Planning was called upon to play a role in the design of new plans, the assessment of gaps in planning capacities, the provision of capacity renewal and/or updating in contemporary development planning and the organization of interministerial dialogues on planning. No fewer than 25 countries benefited directly from the Institute's services and interventions in this regard. These countries, distributed over the five subregions of the African continent, were able to: (a) design new national planning institutional architectures; (b) adopt new approaches, dimensions and instruments of development planning; (c) launch new initiatives in interministerial planning and policy coordination; (d) carry out new programmes of decentralized/local planning; and (e) update the skills and knowledge of their officials.

Subprogramme 9
Statistics

(a) Enhanced capacity of member States to produce and use economic, demographic, social and environmental statistics, including gender-disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals

478. By the end of the biennium, at least 31 countries were implementing a national strategy for the development of statistics, while 16 other countries were still in the process of designing the strategy or awaiting its adoption by Government. A review of implementation in the 31 countries demonstrated that the national strategy for the development of statistics is an important tool for raising the profile of statistics, mobilizing fund for statistical operations and mainstreaming statistics in the poverty reduction strategy papers. Some countries made progress concerning autonomy of statistical offices to ensure the credibility of data released, while others improved statistical coordination or established national training centres.

(b) Enhanced national capacities to produce harmonized and comparable statistical data in support of regional integration, macroeconomic convergence programs, common currency and better economic management in regional economic communities

479. During the biennium, an increasing number of countries compiled their economic accounts in compliance with the 2008 system of national accounts, a methodology for rebasing national accounts. Following an intensive workshop and advocacy efforts by ECA, and with support from the World Bank, the United Kingdom and the European Union, several more countries committed themselves to implementing the 2008 system of national accounts.

Subprogramme 10
Social development

(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies

480. Through the Commission's support for the implementation of the Programme of Action of the International Conference on Population and Development (A/CONF.171/13/Rev.1, chap. I, resolution 1, annex), considerable progress was made by member States. The 20-year regional review of the implementation of the

Programme of Action revealed that all 52 countries had implemented national policies, programmes and strategies explicitly addressing the interaction between population and sustainable development. Another regional review process, relating to the Madrid International Plan of Action on Ageing, 2002 (A/CONF.197/9, chap. I, resolution 1, annex II), provided an opportunity to strengthen national and regional capacities of policymakers from Benin, Botswana, Burkina Faso, Cameroon, Kenya, Mauritius, Morocco, South Africa, the Sudan, Tunisia, Swaziland, Uganda and the United Republic of Tanzania in the implementation of the Plan of Action in their countries.

(b) Strengthened capacity of member States and intergovernmental bodies to analyse, develop policies and support interventions to achieve social integration

481. The Commission continued to engage in knowledge generation and policy research on youth, international migration, population, social protection and a new initiative on the cost of hunger in Africa. It initiated five country case studies on the creative economy as a development pathway for youth employment. The main recommendation emanating from the related report was for ECA to establish a creative economy initiative in Africa which would help countries collect data and share experiences that could be used for informed policy and decision-making. The Commission also drafted a global system-wide action plan on youth and committed itself to enhancing national capacities to develop gender-sensitive strategies and comprehensive evidence-based employment and livelihood programmes targeting disadvantaged youth.

482. Following the pre-forum events on youth of the African Development Forum and African Governance Forum, the recommendations on mainstreaming gender and youth issues in the natural resources development and governance processes were adopted by member States and were used to guide the Commission's work, including the establishment of the African Minerals Development Centre.

Section 19
Economic and social development in Asia and the Pacific

Highlights of programme results

To address persistent and emerging challenges, ESCAP promoted regional policy consensus and cooperation for the balanced integration of the three pillars of sustainable development, facilitated the inclusion of regional perspectives in the global post-2015 development agenda and improved United Nations coherence for implementing outcomes of the United Nations Conference on Sustainable Development. To ensure that all Members, including least developed, landlocked and small island developing countries and fragile States, benefit from economic integration, ESCAP provided policy options and analyses and shared knowledge, including through enhanced resilience to economic crises as well as natural disasters. Members set regional norms and adopted frameworks on key social issues, including the rights of persons with disabilities, population and international migration, while addressing gender dimensions. Regional cooperation fostered corporate social responsibility and technology transfer for trade, investment and enterprise development, as well as international road transport. Placing statistics at the centre of inclusive and sustainable development programmes to develop capacities and modernize statistical services deepened cooperation among national statistical systems. To strengthen subregional engagement, ESCAP provided technical assistance in addressing issues ranging from the green economy in the Pacific and the transboundary environment in East and North-East Asia to water and energy resource management in North and Central Asia and connectivity for economic integration in South and South-West Asia.

Challenges and lessons learned

If they are to be fully effective, mechanisms for regional economic integration, regional policy coordination and multisectoral approaches to addressing complex challenges across national boundaries need to be further strengthened. Despite the commitments made to attaining internationally agreed development goals, weaknesses in institutional frameworks and varying levels of development as well as the limited financial and human resources of member States affected the design and implementation of policies. Desired outcomes may remain difficult to attain if sufficient consideration is not given to environmental, social and economic sustainability and the removal of institutional and regulatory hurdles.

Output implementation rate

483. The above-cited results are based on the implementation of 99 per cent of 477 mandated, quantifiable outputs.

484. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 19)).

Executive direction and management

(a) Programme of work is effectively managed

485. At the end of the biennium, 99 per cent of mandated, quantifiable outputs had been delivered and 99.29 per cent of the initial appropriation of the programme budget for the biennium 2012-2013 had been utilized.

(b) Identification of emerging issues that require attention by member States

486. The sixty-eighth session of ESCAP was a game changer because the region came together and spoke in general agreement about how to address challenges related to trade, energy, connectivity and Pacific small island developing States through its resolutions on that subject. The sixty-ninth session was the culmination of combined efforts to change ESCAP into the most inclusive intergovernmental platform for decision-making in Asia and the Pacific in order to respond effectively to the great transformations facing the region. In the evaluation questionnaires administered for the sixty-eighth and sixty-ninth sessions of the Commission, member States praised the timeliness and quality of documentation. The adoption of Commission resolution 69/1 was also significant, in that it provided a road map for further improving the efficiency and effectiveness of Commission sessions and of the conference structure as a whole.

(c) Enhanced policy coherence in the management of the economic and social activities of the United Nations

487. The Asia-Pacific Regional Coordination Mechanism improved coordination and coherence across the United Nations system. Its meetings, including one held during the sixty-ninth session of the Commission and chaired by the Deputy Secretary-General, were focused on the post-2015 development agenda and the comprehensive partnership between ASEAN and the United Nations. Meetings on the comprehensive partnership provided inputs into reviews of the partnership framework and priorities for future cooperation. With regard to the post-2015 development agenda, initiatives included the publication of the *Asia-Pacific Regional MDGs Report 2012/13*, prepared jointly by ESCAP, the Asian Development Bank and UNDP, which was focused on post-2015 priorities, and a joint agency report entitled "Towards a green economy for sustainable development and poverty reduction: an Asia-Pacific perspective", which included a road map for Millennium Development Goal 1 on poverty and hunger, and promoted the Zero Hunger Challenge in Asia and the Pacific.

(d) Increased exposure of the analytical, normative and capacity-building work of ESCAP and increased visibility of ESCAP as the most comprehensive regional platform for inclusive and sustainable development

488. During the reporting period, ESCAP continued to play a major role in promoting inclusive and sustainable economic and social development for member States in the region and strengthening their ability to engage with one another and create a regional voice in the face of global challenges. The heightened visibility of the Organization was evidenced by an increasing number of references to ESCAP

activities and policies in key media outlets in Asia and the Pacific. There was a considerable increase in the placement of the Executive Secretary's opinion editorials in news outlets in 2013 especially during the months of April to September, compared with 2012. In 2012, five opinion editorials of the Executive Secretary were placed in 38 news outlets, while in 2013 eight editorials were placed in 70 news outlets.

(e) Increased timeliness of submission of documentation

489. According to the evaluation questionnaire on the sixty-eighth session of the Commission, the views of member States on the quality and timeliness of documentation were generally positive. With regard to the evaluation questionnaire on the sixty-ninth session, 42 per cent of respondents were of the view that pre-session documents had conveyed clear messages concerning the issues included in the agenda; 51 per cent agreed that the posting of documents on the ESCAP website had facilitated the delegation's review. The Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission provided useful and valuable guidance for the work of the secretariat on a regular basis.

Subprogramme 1
Macroeconomic policy and inclusive development

(a) Enhanced understanding among policymakers and other target groups of macroeconomic challenges and policy options that promote economic growth, reduce poverty and narrow the development gaps

490. The secretariat's work has generated innovative and timely discussions on emerging economic and social challenges facing the region. During the biennium, nearly 800 references were made in policy documents, the academic literature and mass media to findings contained in the *Economic and Social Survey of Asia and the Pacific* and its year-end update. The coverage included top-tier media outlets, such as the BBC, Bloomberg, CNN, Financial Times, Reuters, the Wall Street Journal and Xinhua, as well as broad national pick-up in countries across the region. Moreover, during the sessions of the Commission, member States frequently referred to the key findings and messages of the *Economic and Social Survey of Asia and the Pacific* in their policy statements and round-table discussions.

(b) Enhanced regional voice in global development forums and deepened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable growth and development

491. Commission resolution 68/10, on enhancing regional economic integration in Asia and the Pacific and adopted in May 2012, provided renewed momentum in that regard; the participants in the ministerial conference organized under the resolution unanimously adopted by acclamation the Bangkok Declaration on Regional Economic Cooperation and Integration in Asia and the Pacific and recommended further actions. The consultations of the Group of Twenty provided an opportunity to strengthen the regional voice in global forums and ensure that all countries in the region, including the least developed countries, articulate their concerns and priorities. The subregional policy dialogues provided a useful platform for countries to share experiences in overcoming economic crisis, as exemplified by the evaluation survey results, in which participants said that the meetings had provided good inputs into policy

design/debate in their countries and had been an effective way to learn what other countries in the region were doing.

(c) Improved capacity of member States, particularly countries with special needs, to design and implement macroeconomic and development policies for achieving the Millennium Development Goals

492. Most of the countries in the region, including the least developed countries, landlocked developing countries and small island developing States, incorporated Millennium Development Goals into their development strategies. The commitment of the least developed countries to implementing the Istanbul Programme of Action led to the adoption of Commission resolution 68/2, on the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 in the Asia-Pacific region. Similarly, the commitment of landlocked developing countries to implementing the Almaty Programme of Action was reflected in the adoption of Commission resolution 69/2, on the final review of the implementation of the Almaty Programme of Action in the Asia-Pacific region. Furthermore, the strong interest of countries with special needs in having their views reflected in the ongoing debate on the post-2015 development agenda led to the adoption of Commission resolution 69/3, entitled "Achieving the Millennium Development Goals in Asia and the Pacific: Bangkok Declaration of the Asia-Pacific Least Developed Countries, Landlocked Developing Countries and Small Island Developing States on the Development Agenda beyond 2015".

(d) Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security

493. Good progress was made towards promoting sustainable agriculture and food security in Member States, through the Network for Knowledge Transfer on Sustainable Agricultural Technologies and Improved Market Linkages in South and Southeast Asia and by building technical and analytical capacity through technical cooperation in the areas of food security and poverty reduction. The Centre for Alleviation of Poverty through Sustainable Agriculture continued to receive an increasing number of requests from member countries for additional training courses.

Subprogramme 2
Trade and investment

(a) Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment, and enterprise development

494. During the biennium, the secretariat worked actively to build capacity of ESCAP members and associate members in trade and investment policymaking. In this regard, approximately 1,890 participants were offered capacity-building workshops in areas including the effective negotiation and implementation of preferential and other trade and investment agreements, as well as the implementation of trade facilitation and paperless trade. On average, 90 per cent of participants indicated that they were able to better formulate or implement policies after attending ESCAP meetings. Analytical work and tools, including the Asia-Pacific Research and Training Network on Trade studies, the *Asia-Pacific Trade and Investment Report*, the Asia-Pacific Trade and Investment Agreements and ESCAP-World Bank International Trade Costs databases, the guides produced by the United Nations

Network of Experts for Paperless Trade in Asia and the Pacific and the updated policy guidebook for the development of small and medium-sized enterprises in Asia and the Pacific together provided a solid basis for more effective and evidence-based decision policymaking and implementation.

(b) *Strengthened regional cooperation and integration mechanisms in trade and investment*

495. Participating States of the Asia-Pacific Trade Agreement ratified the framework agreements on trade facilitation, investment and trade in services, and the Standing Committee decided to welcome Mongolia as a new participating State. The Asia-Pacific Research and Training Network on Trade continued to grow, including the United Nations Network of Experts for Paperless Trade in Asia and the Pacific, as highlighted in an external evaluation. ESCAP resolution 68/3, adopted in May 2012 set the stage for the development of regional arrangements for cross-border paperless trade facilitation. Both the Asia-Pacific Business Forum and the Asia-Pacific Trade Facilitation Forum provided an opportunity for public and private stakeholders to exchange good practices and develop recommendations for the enhancement of regional cooperation and integration. The Sustainable Business Network was set up by the ESCAP Business Advisory Council to promote engagement of the business sector in sustainable and inclusive development.

(c) *Increased capacity of ESCAP member States to formulate and implement policies and strategies for sustainable economic development and rural poverty reduction through agrotechnology transfer and agro-based enterprise development*

496. The Asian Network for Testing of Agricultural Machinery made substantial headway with the development of a draft workplan and terms of reference following its launch at the regional policymakers round table held in Bangkok on 18 November 2013. With respect to sustainable agricultural mechanization strategies, six key areas were identified for information-gathering to assess the current status of agricultural mechanization. The Regional Forum on Sustainable Agricultural Mechanization was held in Qingdao, China, on 26 and 27 October 2013; it facilitated the exchange of information and the sharing of best practices and lessons learned from the implementation of various policy initiatives, and promoted effective public-private partnership in agrobusiness development in the region.

(d) *Strengthened capacity to promote national innovative systems and create an enabling environment for technology transfer to address regional and global development challenges*

497. Nearly 40 national and regional capacity-building activities were held in partnership with more than 40 government ministries, national institutions and international agencies. Through a project on the promotion of a regional network among research and development institutions in the Asia-Pacific region, the capacity of many targeted researchers and research managers of member countries in the area of nanotechnology increased substantially. Through the project entitled "Network for knowledge transfer on sustainable agricultural technologies and improved market linkages in South and South-east Asia", the subprogramme contributed to improved food security and nutrition for the poorest and most vulnerable people in South and South-east Asia. The project increased and accelerated the rate of the adoption of

sustainable and productivity-enhancing agricultural technologies, thereby improving the regional trade in food products. Normative and analytical work increased technological knowledge through the online periodicals *Asia-Pacific Tech Monitor* and *Value Added Technology Information Service Update*.

Subprogramme 3
Transport

(a) Enhanced knowledge and increased capacity of member States to develop and implement effective and sustainable transport policies and programmes, including those targeting the Millennium Development Goals and road safety

498. During the biennium, the secretariat served as a key regional platform for the promotion of sustainable transport in accordance with the Regional Action Programme for Transport Development in Asia and the Pacific, phase II (2012-2016), adopted during the ministerial conference on transport held in 2012. The impact of the secretariat's effort in strengthening the transport planning and policymaking capacities of member States was emphasized through such activities as the introduction of new policies and the development of national action plans. In addition, cooperation between development agencies and member States for the promotion and implementation of sustainable transport was agreed upon at the expert group meeting held in Seoul in November 2013, and meetings organized by the secretariat had successful outcomes in the form of statements and declarations reaffirming a consolidated commitment that laid down a future direction for member States to pursue, in collaboration with the secretariat and other stakeholders, in further developing and implementing transport policies and strategies at the national and regional levels.

(b) Improved capability of member States and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages

499. The secretariat's work in developing a third intergovernmental agreement culminated in the adoption by the Commission of the Intergovernmental Agreement on Dry Ports at its sixty-ninth session through its resolution 69/7, entitled "Intergovernmental Agreement on Dry Ports". The Agreement was subsequently signed by 14 countries at the second session of the Forum of Asian Ministers of Transport, held in November 2013, with Thailand being the first party to ratify the Agreement. In the development and upgrading of the Asian Highway and Trans-Asian Railway networks, significant progress was also noted during the biennium, including the completion of a number of pre-feasibility studies supported by ESCAP for the Asian Highway and selected dry ports. In 2012, the Democratic People's Republic of Korea acceded to the intergovernmental agreements on the Asian Highway and Trans-Asian Railway networks, and Nepal ratified the Intergovernmental Agreement on the Trans-Asian Railway Network, bringing the total number of parties to the agreements to 29 and 18, respectively.

(c) Increased capacity among ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics

500. Given the need to provide a strategic vision and a common approach with respect to addressing challenges to international road transport in the region, the participants in the Ministerial Conference on Transport adopted the Regional Strategic Framework for the Facilitation of International Road Transport. Notable activities in support of the Regional Strategic Framework included the establishment in 2012 of the Regional Network of Legal and Technical Experts on Transport Facilitation, with more than 80 applications submitted. A series of studies on major subregional agreements was launched in 2013 under the auspices of the Regional Network. To improve the efficiency of international transport by road and railway, four mutually complementary transport facilitation tools were developed. Workshops to assist member States in applying these tools were also organized. In addition, technical and financial assistance was provided, in cooperation with the secretariat of the Shanghai Cooperation Organization.

Subprogramme 4
Environment and development

(a) Enhanced understanding and capacity of local and national governments and other stakeholders to develop and implement strategies for integrating environmental sustainability in economic and social development, including the green growth approach and other effective policy initiatives, effective planning and management of natural resources development and gender mainstreaming for poverty reduction and inclusive and sustainable development in urban and rural areas

501. Various activities carried out during the biennium, such as expert group meetings, intergovernmental forums and field projects, enhanced the understanding and capacity of governments and other stakeholders to integrate environmental sustainability into economic and social development; promote integrated water resources management and enhanced energy security, including energy access; and support the development of sustainable urban development policies and actions. This led to 20 policy measures and actions developed and/or implemented in 11 countries in the areas of green growth, integrated water resources management and solid waste management.

(b) Strengthened regional cooperation on the development and implementation of strategies for integrating environmental sustainability in economic and social development, including the application of the green growth approach and other effective policy initiatives, enhancing access to modern energy services for all and energy security, improving water resources management and promoting sustainable urban development

502. In order to assist member States in integrating environmental sustainability into economic and social development, ESCAP produced many outreach materials, including various online training courses, on low-carbon green growth. The development and dissemination of those materials to hundreds of policymakers increased their knowledge about the United Nations Conference on Sustainable Development process, the Seoul Initiative Network on Green Growth, integrated

water resources management, sustainable urban development, energy security and the sustainable use of energy, and strengthened capacities to implement strategies for the integration of environmental sustainability into economic and social development at both the regional and subregional levels.

(c) Strengthened consensus among ESCAP member States on regional perspectives in strategies for integrating environmental sustainability in economic and social development, including the application of the green growth approach, resource efficiency, efficient management of energy and water resources, eco-city development and other effective policy initiatives

503. Activities to help strengthen strategies for the integration of environmental sustainability into economic and social development continued to be undertaken through the building of consensus on key issues such as the green growth approach, resource efficiency, the efficient management of energy and water resources and eco-city development. New documents adopted on a consensus basis included four ESCAP resolutions, the outcome documents of two meetings of the Committee on Environment and Development, and seven consensus documents relating to the Asian and Pacific Energy Forum process. Also, much work was done to lay the foundation for building consensus and providing member States with the latest research and analysis to support intergovernmental dialogue, including the *State of Asian Cities 2010/11* report and preparations for upcoming meetings such as the regional implementation meeting on the Commission on Sustainable Development and the Asia-Pacific Water Summit.

Subprogramme 5
Information and communications technology and disaster risk reduction

(a) Improved capacity of policymakers to develop policies and strategies for applications of information and communications technology and for effective disaster risk reduction, including relevant gender dimensions, for inclusive and sustainable socioeconomic development

504. Through the analytical studies, regional workshops and multi-stakeholder policy dialogues organized during the biennium, the subprogramme helped to increase the knowledge of policymakers with respect to developing policies and strategies for information and communications technology applications and managing disasters in the region. Those activities culminated in the third session of the Committee on Information and Communications Technology, at which more than 85 policymakers and other stakeholders agreed to develop a seamless information and communications space in the region; the adoption of resolution 69/10, on promoting regional information and communications technology connectivity and building knowledge-networked societies in Asia-Pacific, at the sixty-ninth session of the Commission, the endorsement of the Asian information superhighway initiative by experts at two regional consultations; and the recommendation of member States that the role of information and communications technology policymaking be enhanced in order to build a people-centred, inclusive and sustainable information society in Asia and the Pacific.

(b) Increased sharing among policymakers of knowledge on effective strategies and policy options for information and communications technology connectivity and disaster risk reduction, including those related to climate change adaptation

505. Policy options and more effective strategies for member States were considered through interactions among policymakers, sectoral authorities and development partners at ESCAP-organized regional forums. Knowledge products and tools on disaster risk reduction and broader resilience-building were made more easily accessible, shared and exchanged through the use of information technology. In addition, targeted audiences were able to gain access to ESCAP publications and printed knowledge products at major policy and technical events. The intergovernmental meetings and regional workshops contributed to greater dialogue among member States and provided guidance with regard to priorities and needs related to disaster risk reduction. Member States acknowledged that the One United Nations approach, which was being employed in the preparations for and implementation of the third session of the Committee on Disaster Risk Reduction, reaffirmed the importance of the effective sharing of information with other regional organizations and partners.

(c) Strengthened regional cooperation mechanisms in information and communications technology and disaster risk reduction

506. The Regional Space Applications Programme for Sustainable Development was further enhanced with the support of member States. Concerted efforts were made to implement Commission resolutions 69/11 and 68/5, including capacity-building to address the main technical gaps in developing countries in space technology and geographic information system applications for disaster risk reduction; research and policy analysis on the application of emerging technologies; the timely provision of near-real-time satellite imagery to countries affected by severe disasters and development; and the operationalization of the Regional Cooperative Mechanism on Disaster Monitoring and Early Warning, Particularly Drought. The products and services of the Regional Integrated Multi-Hazard Early Warning System for Africa and Asia, established with the support of the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries, benefited member States, which reaffirmed their commitment at the first ministerial conference of the System.

(d) Improved institutional capacity of ESCAP member States to use information and communications technology for socioeconomic development

507. The Asian and Pacific Training Centre for information and communication technology for development capacity-building programmes in information and communications technology for development (ICTD) have been rolled out in 27 countries in the region and have been institutionalized into long-term capacity-building frameworks in many of them. The Training Centre updated its programme content to reflect the latest information and communications technology developments, including the role of social media in governance and development; rolled out the Primer Series on ICTD for Youth to enhance the coverage of ICTD in university programmes in 11 countries and two subregions; strengthened ICTD teaching capacities through the training of trainers at 88 universities; launched two issues of the new "Knowledge-Sharing Series"; and initiated its communities of practice on ICTD.

Subprogramme 6
Social development

(a) Increased knowledge and awareness of social development and population trends, policies and good practices in the region as a basis for effective decision-making by ESCAP member States

508. The impact of ESCAP analytical work was emphasized during the biennium in the statements of eight member States delivered at intergovernmental meetings, which directly referred to the usefulness of the policy options, strategies and good practices promoted through the Commission's work. Ninety-three per cent of respondents to surveys conducted on satisfaction with the publication *Disability at a Glance: Strengthening the Evidence Base in Asia and the Pacific*, the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific, and the Social Protection Toolbox reported that those knowledge products had enhanced their knowledge and awareness of social development and population trends, policies and good practices. In addition, ESCAP produced comprehensive analytical studies to address key regional concerns and priorities in the areas of population, ageing, migration, disability, social protection, HIV/AIDS, youth and gender equality and women's empowerment, enhancing the knowledge and awareness and building the capacity of member States.

(b) Enhanced regional cooperation and implementation of international commitments to promote gender equality and social integration of vulnerable groups in Asia and the Pacific

509. ESCAP served as a key regional platform for engaging governments and stakeholders in assessing progress, identifying gaps and building consensus on the implementation of international and regional commitments pertaining to social development. There were a total of nine resolutions, decisions and recommendations reflecting regional consensus, in particular on population and development, disability, HIV, migration and ageing, which exceeded the performance target. Through the work of ESCAP in the areas of capacity-building, South-South cooperation, the review of regional and international platforms and agreements for action, ESCAP strengthened regional and subregional cooperation. Five initiatives were undertaken to establish regional and subregional frameworks for cooperation to support the successful implementation of the Asian and Pacific Decade of Persons with Disabilities, 2013-2022, and the regional framework to support the implementation of international and region-specific commitments at the Asia-Pacific High-level Intergovernmental Meeting on the Assessment of Progress against Commitments on HIV/AIDS and the Millennium Development Goals, and to promote women's economic empowerment.

(c) Strengthened capacity of ESCAP member States to manage social risks and vulnerabilities and implement effective social protection and gender mainstreaming programmes, particularly for the most vulnerable groups in society

510. Member States demonstrated enhanced capacity to develop policies and programmes in support of the building of inclusive societies that address key challenges and priorities in the areas of population and development, gender equality and women's empowerment, disability-inclusive development and social

protection, as a result of ESCAP capacity-building activities. In this regard, focused regional road maps and frameworks provided guidance for member States in developing policies and programmes to promote social development. Ninety-seven per cent of government respondents attending ESCAP meetings and events indicated that the knowledge and policy tools provided were relevant to and useful for their roles and work in areas related to population and development, disability, HIV, ageing, migration, social protection and gender equality. At least nine countries carried out follow-up activities to implement policies, strategies and good practices promoted by ESCAP through its capacity development activities.

Subprogramme 7
Statistics

(a) Increased understanding of development trends in the ESCAP region, especially progress towards the Millennium Development Goals, by official statisticians, decision makers and the public

511. During the biennium, ESCAP reporting on efforts to achieve Millennium Development Goals resulted in more informed dialogues on policy priorities for accelerating progress. In particular, ground-breaking analysis of within-country disparities in terms of health-related outcomes and their drivers sparked debates on the need to better target policy interventions and localize supporting statistics. Moreover, the analysis of disparities based on household survey data deepened understanding of factors determining the achievement of the Millennium Development Goals and provided impetus for advocacy efforts to ensure more reliable, higher-quality and more timely statistical information.

(b) Increased access by decision makers and the public to comparable data on key demographic, social, economic and environmental indicators for the ESCAP region

512. The importance and relevance of the *Statistical Yearbook for Asia and the Pacific* as a key reference was demonstrated through extensive online activity. From 6 November 2012 (the date of the online launch of the 2012 *Yearbook*) to 13 December 2013, the online database generated 51,800 data table views and more than 26,100 data table downloads. The most requested tables from the *Statistical Yearbook* from 1 January to 13 December 2013 concerned real gross domestic product, population size, exports of merchandise, imports of merchandise and populations living in poverty. The relevance and usefulness of individual country profiles — consisting of two A4 pages of selected indicators presented in tables and charts — were demonstrated by high demand, with more than 37,000 downloads from 1 January to December 2013.

(c) Increased capacity of national statistical systems of ESCAP member States to collect, produce, disseminate and use statistics in accordance with internationally agreed standards and good practices

513. The Committee on Statistics endorsed the implementation plan for the Regional Programme on Economic Statistics, the Regional Strategic Plan for the improvement of Civil Registration and Vital Statistics in Asia and the Pacific and the Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics. Measures to improve population and social statistics and environmental statistics,

the modernization and coordination of statistical information systems and statistical training were also agreed upon. The South-South cooperation, technical assistance, the sharing of experiences and fundraising were facilitated through a series of steering and advisory groups comprising representatives of member States and development partners. Notable examples were the joint development of the Asia-Pacific Regional Action Plan to Improve Agricultural and Rural Statistics, for which $2.7 million was pledged to ensure the implementation of its training component by ESCAP; and the partnership approach leading to the commitment of the Government of Myanmar to pursuing the development of a national statistics development strategy.

(d) Strengthened capacity of national statistical offices in the ESCAP region to collect, produce, disseminate and analyse data in accordance with internationally agreed standards and good practices

514. Through 45 training courses and workshops, more than 800 government statisticians/officials developed their skills and improved their knowledge in official statistics, including internationally agreed standards, methods and frameworks for statistical activities in related areas. The quality of training and other capacity development initiatives organized by development partners was enhanced through the contribution of ESCAP expertise in the areas of economic statistics and the System of National Accounts; agricultural statistics; Millennium Development Goal indicators; sampling methods; population census methods; and gender, disability and environmental statistics. Through collaboration with the Statistical Institute for Asia and the Pacific in the delivery of training, statistical training institutes and units improved their capacity to provide quality statistical training to their constituencies as well as to other countries through South-South cooperation.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

(a) Increased capacity of Pacific island governments to formulate and implement inclusive and sustainable development policies and practices

515. At least eight countries started adopting the green economy at the national and sectoral levels in the subregion during the biennium, with the Melanesian countries having their own subregional green growth road map and a new regional organization, the Pacific Islands Development Forum, being established and dedicated to the green economy for sustainable development and to inclusive dialogue. At least nine Pacific island countries were able to review and draft national disability policies, and a Pacific regional disability forum was established to lead the work. As a result of the Pacific Regional Preparatory Meeting held in July 2013 and the fact that the Third International Conference on Small Island Developing States is to be held in 2014, there is the willingness and the ability to consider alternative criteria for development and to establish national and regional mechanisms for accelerated integration and durable partnerships.

(b) Pacific island developing countries are better able to influence Asia-Pacific regional processes

516. Increased numbers and the increased seniority of Pacific delegates at ESCAP meetings led to the adoption on a regular basis of Commission resolutions addressing the vulnerabilities of small island developing countries. At the Asian and Pacific Energy Forum held in May 2013, Pacific delegates gained support for a Pacific regional energy data repository in support of the Secretary-General's Sustainable Energy for All initiative. At the High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012, Pacific delegates played prominent roles in maintaining strong consensus and reflecting the strong progress that was being made in the subregion. At the Ministerial Conference on Regional Economic Cooperation and Integration in Asia and the Pacific, held in December 2013, Pacific delegates played key roles in ensuring the adoption of a ministerial declaration and a bold action plan that, inter alia, recognized the need to address vulnerability to climate change as an integral part of regional economic integration.

(c) Strengthened regional cooperation mechanisms and institutional frameworks for the promotion of regional integration and equitable development

517. ESCAP is now established as a key regional coordinator of sustainable development activities including the follow-up to the United Nations Conference on Sustainable Development, including the high-level political forum, the Third International Conference on Small Island Developing States and the post-2015 development agenda. The small island developing States in the Pacific are seen by many as those best prepared leading up to the Conference and have succeeded in keeping the issues of oceans, climate change, social inclusiveness and non-communicable diseases included in the agenda and in outcome documents. Pacific issues are more prominent now in Asia-Pacific meetings as well as ESCAP publications, including the survey and Millennium Development Goals reports. The progress made under policy initiatives emanating from ESCAP has been accompanied by an increased number of requests and invitations to provide briefs, advice and join working groups on various issues, including gender, poverty, diplomatic training and regional/global processes.

Component 2
Subregional activities for development in East and North-East Asia

(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address sustainable development, taking into account the green growth approach and energy efficiency, information and communications technology, disaster risk reduction and disaster risk management, poverty reduction and infrastructure development

518. The Subregional Office for East and North-East Asia continued to promote subregional cooperation and integration during the biennium. The Office implemented activities to strengthen the capacities of member States to formulate and implement development policies and programmes on sustainable development, ageing societies, statistical capacity, trade and transport facilitation, eco-labelling, nature conservation, the prevention of dust storms and sandstorms, a carbon

footprint partnership and the prevention of transboundary air and marine pollution. ESCAP also served as the secretariat of the North-East Asian Subregional Programme for Environmental Cooperation, an intergovernmental cooperation mechanism comprising six member States in the subregion, and facilitated the seventeenth senior officials meeting of the Programme, at which an action plan for future activities was drawn up.

(b) Strengthened knowledge-sharing and partnerships among member States, civil society and other relevant development partners to address key priority areas in East and North-East Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

519. The Subregional Office for East and North-East Asia collaborated with member States and other non-governmental stakeholders on the formulation of a programme of work to address key priority areas in the subregion. In 2012, many activities were organized in collaboration with other stakeholders, ranging from governmental ministries to national institutions and non-governmental organizations, resulting in the launch of the Asia Carbon Footprint Partnership in support of low-carbon development in Asian countries. The North-East Asia Forum on Trade and Transport Facilitation, co-organized with the Greater Tumen Initiative, provided an open forum in which to discuss the current state of trade and transport facilitation in North-East Asia and identify potential areas to enhance cooperation.

Component 3
Subregional activities for development in North and Central Asia

(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address transport and trade facilitation and water, energy and the environment

520. Workshops and training courses organized by the Subregional Office for North and Central Asia on trade and economic relations strengthened the capacities of Afghanistan and other countries in Central Asia to address key issues in the area of economic cooperation and to assess the implementation of regional and bilateral trade. Issues considered included barriers to trade between Afghanistan and Central Asian countries, business community participation in Afghanistan's economic development, employment generation and investment. The subregional meeting entitled "Strengthening cooperation for disaster risk reduction in North and Central Asia", which brought together hydrometeorological specialists, contributed to the raising of awareness and the sharing of knowledge and information in the subregion.

(b) Strengthened knowledge-sharing and partnerships among member States, civil society and other relevant development partners to address key priority areas in North and Central Asia to support the achievement of the internationally agreed development goals, including the Millennium Development Goals

521. ESCAP, in cooperation with ECE, organized the 2012 economic forum of the United Nations Special Programme for the Economies of Central Asia (SPECA) entitled "Strengthening regional economic cooperation and integration in Central Asia by sharing the Asian experience", with the objective of examining the role of regional economic cooperation in Central Asia in the light of new global

developments. The forum offered an opportunity to SPECA members to learn more about the successes and challenges of regional economic cooperation in Asia, including the experiences of subregional organizations, such as ASEAN and the South Asian Association for Regional Cooperation.

Component 4
Subregional activities for development in South and South-West Asia

(a) *Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address gaps in the achievement of the Millennium Development Goals, infrastructure development, trade and transport facilitation, disaster risk reduction, energy and food security*

522. The Subregional Office for South and South-West Asia worked actively with member States to respond to demand for increased policy implementation capacity in four core development areas (growth, the Millennium Development Goals and gender equality, trade promotion, and regional economic integration) and five subregional thematic priority areas (regional connectivity, food security, energy security, disaster risk reduction and productive capacity), and accelerated development for least developed and landlocked developing countries. A range of policy-related analyses and tools produced by the Office for subregional policymakers were complemented with the delivery to key policymakers and partners in the subregion of demand-led and partnered capacity development activities including numerous policy dialogues, expert group meetings, workshops, consultations and high-level policy dialogues with ministerial-level representation.

(b) *Increased knowledge-sharing and partnerships among member States, civil society and other relevant development partners in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals, in South and South-West Asia*

523. ESCAP continued to collaborate with development partners and other stakeholders in the subregion and organized specific activities and events that established and maintained a highly active knowledge-sharing platform, including an active web presence and the creation of three knowledge-management tools: a regular *Development Monitor* e-newsletter, a policy-brief series and a development paper series. These knowledge products and tools strengthened the knowledge and capacity of member States to accelerate the achievement of the Millennium Development Goals and inclusive development. The analysis of the use of these knowledge products and tools indicated that there was active interest on the part of member States and development partners in their use and in partnering with ESCAP on policy-related issues related to acceleration of the achievement of the Goals and inclusive development.

Component 5
Subregional activities for development in South-East Asia

(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address priority issues in South-East Asia, including in the areas of early warning, disaster risk reduction and connectivity

524. ESCAP organized a subregional workshop on the institutional strengthening of national women's machineries in South-East Asia in January 2012, with the aim of helping to build the capacity of national officials in the areas of advocacy and gender mainstreaming. Assistance was provided in 2013 to Myanmar and Timor-Leste in the following interrelated core areas: (a) facilitating the process of Myanmar's integration into the ASEAN Economic Community in 2015 and its eventual graduation from the least developed country category; (b) enhancing capacities in the formulation and implementation of development-oriented macroeconomic policies; (c) enhancing capacities in the promotion of investment for small and medium-sized enterprises; and (d) supporting the transfer of improved and environmentally sound modern technologies. Later in 2013, ESCAP supported Thailand in hosting the event entitled "Asia-Pacific ministerial dialogue: from the Millennium Development Goals to the United Nations development agenda beyond 2015". The meeting was the first to be held in the region at which the priorities of Asia and the Pacific were considered in the process of formulating sustainable development goals.

(b) Strengthened partnerships and knowledge-sharing among member States, civil society and other relevant development partners in addressing key priority areas in South-East Asia in support of the achievement of the internationally agreed development goals, including the Millennium Development Goals

525. ESCAP supported the implementation of the master plan for ASEAN connectivity and participated in the third ASEAN Connectivity Symposium and an informal consultation under the ASEAN Connectivity Coordination Committee held in Phnom Penh September 2012, at which updates on regional initiatives contributing to ASEAN connectivity in terms of transport infrastructure and priority issues in transport facilitation were shared with participating members. ESCAP also participated in the 16th meeting of the Greater Mekong Subregional Transport Forum, held in Nay Pyi Taw in October 2012.

Section 20
Economic development in Europe

Highlights of programme results

During the biennium, the parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes made a historic amendment that opened the Convention for accession by all United Nations Member States and ensured equal access to water worldwide. The parties to the Convention on Long-range Transboundary Air Pollution adopted amendments to the Protocol to Abate Acidification, Eutrophication and Ground-level Ozone and the Protocol on Heavy Metals, in order to reduce harmful emissions and the loss of biodiversity, promote new and clean technologies and bring health and economic benefits to people. The World Forum for Harmonization of Vehicle Regulations adopted 10 new and updated 174 existing regulations to improve the safety and environmental performance of vehicles. Six international legal instruments were brought into line with the United Nations Recommendations on the Transport of Dangerous Goods, including all major legal instruments governing the international transport of dangerous goods by road, rail, inland waterway, air and sea. The ECE International Public-Private Partnership Centre of Excellence received the Special Award for South-South Cooperation. ECE adopted a strategy for sustainable housing and land management for 2014-2020 and an action plan for the forest sector in the green economy for 2014-2020. The multi-stakeholder consultation organized in Istanbul in 2013 provided a regional perspective on the post-2015 development agenda in Europe and Central Asia.

Challenges and lessons learned

Matching the increasing demands of member States with the decreasing resources of the programme remained the main challenge. A divergence of views on the part of member States complicated the implementation of the work programme for the biennium 2012-2013 and its planning for the biennium 2014-2015. The review of the 2005 ECE reform by the Commission showed that developed countries and transition economies had different development needs and, hence, different priorities.

Output implementation rate

526. The above-cited results are based on the implementation of 91 per cent of 3,323 mandated, quantifiable outputs.

527. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 20) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

528. ECE has achieved an implementation rate of 91 per cent of 3,323 mandated, quantifiable outputs. The merging of the Technical Cooperation Unit and the Programme Planning, Monitoring and Evaluation Unit into a new Programme Management Unit and the establishment of the Development Policies and Cross-Sectoral Coordination Unit during the previous biennium resulted in greater coherence in programme delivery in 2012-2013.

(b) Enhanced coherence and cooperation between ECE and other regional entities, including the regional commissions

529. The Regional Coordination Mechanism for Europe and Central Asia held four meetings. The joint report of the Mechanism and UNDG entitled "from transition to transformation: sustainable and inclusive development in Europe and Central Asia" was presented during the intergovernmental preparatory process for the United Nations Conference on Sustainable Development in 2012. Their joint report entitled "Building more inclusive, sustainable and prosperous societies in Europe and Central Asia: a common United Nations vision for the post-2015 development agenda" was presented during a side event in New York and at the regional consultation in Istanbul that shaped post-2015 development priorities in Europe and Central Asia. Two reports were produced by ECE in collaboration with other regional commissions, entitled "Green growth and sustainable development: regional perspectives" and "A regional perspective on the post-2015 United Nations development agenda". Coordination with other regional commissions was ensured through regular meetings of the executive secretaries and chiefs of programme planning. ECE also participated in the dialogues of the Economic and Social Council and the Second Committee with regional commissions and the work of the Executive Committee on Economic and Social Affairs.

(c) Better awareness of the work of ECE and access to information thereon by States members of ECE and other stakeholders

530. ECE adopted a new communications strategy to ensure the increased visibility of its work through more effective information and public outreach. The implementation of the web content management system was finalized in 2012. The revamped ECE website provides improved and coherent access to all information. The content of the website is available in English and, partially, in French and Russian. Three new sections were added to the website, on the activities of the Executive Secretary, expert opinion and the Green Economy Toolbox. Every week, an expert shares his or her views on a selected topic on the website. Two annual sets of films on ECE activities and two annual sets of the *ECE Weekly* newsletter and press releases were put together and posted on the Internet (the ECE website and YouTube). A high level of interest in ECE activities was reflected in a high number of page views: 105 million in 2012-2013, much higher than in the previous biennium.

Subprogramme 1
Environment

(a) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe

531. During the biennium, capacity for environmental observations was further strengthened and progress was made in enhancing the legal basis for environmental monitoring and assessment. Significant achievements were accomplished by 15 countries. In particular, Armenia, Azerbaijan, Georgia, Montenegro, Tajikistan, the former Yugoslav Republic of Macedonia and Ukraine expanded their air monitoring networks. Azerbaijan, Georgia and the Republic of Moldova strengthened their networks for hydrometeorological or biological monitoring. Furthermore, seven countries took steps to improve data management and the quality of reporting and to increase the use of indicators in environmental assessments. Azerbaijan, Belarus, Georgia and the former Yugoslav Republic of Macedonia developed or improved their online data-collection systems; Belarus and the former Yugoslav Republic of Macedonia introduced access to real-time data collection with respect to air quality; and Montenegro and Serbia established integrated systems of data management. Azerbaijan, Bosnia and Herzegovina, Montenegro, Serbia and the former Yugoslav Republic of Macedonia improved the quality of indicator-based state-of-the-environment reports.

(b) Strengthened implementation of ECE regional environmental commitments by member States

532. The total number of member State reports on progress in the implementation of the ECE multilateral environmental agreements increased by 121, reaching 450 at the end of the biennium. This included 38 reports for the Convention on the Transboundary Effects of Industrial Accidents, 26 reports for the Protocol on Water and Health to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes, 38 reports for the Convention on Environmental Impact Assessment in a Transboundary Context (Espoo Convention) and 19 reports for the Protocol on Strategic Environmental Assessment to the Espoo Convention.

(c) Improved environmental performance in countries with economies in transition

533. The number of countries showing progress in environmental performance had increased from 15 to 21 by the end of 2013. Of the six countries reviewed in 2012-2013, four were reviewed for the second or the third time. Both second and third reviews confirmed improved environmental performance in these countries since the conduct of the previous reviews. They reported the implementation of 287 recommendations, including 201 that had been fully or partially implemented. It is noteworthy that the implementation rate for the recommendations addressed to environmental authorities was higher than the rate for those addressed to other decision makers. The implementation of recommendations involving wide areas of expertise or many actors required longer periods of time.

Subprogramme 2
Transport

(a) Strengthened legal and regulatory framework for international land transport covering road, rail, inland waterway and intermodal transport, including transport infrastructure, related services and border crossing facilitation, transport of dangerous goods, vehicle construction and other transport issues

534. The proportion of legal instruments in force relative to the total number of agreed ECE legal instruments in the field of transport remained at 85 per cent, during the biennium, slightly lower than targeted. The World Forum for Harmonization of Vehicle Regulations adopted 10 new United Nations regulations aimed at improving the safety and environmental performance of vehicles, and updated 174 existing regulations. Six international legal instruments were brought into line with the seventeenth revised edition of the United Nations Recommendations on the Transport of Dangerous Goods, including all major legal instruments governing the international transport of dangerous goods by road, rail, inland waterway, air and sea. Many national regulations in this area were also updated accordingly, as reported by the Secretary-General to the Economic and Social Council (see E/2013/51).

(b) Greater geographical coverage and more effective implementation of the ECE legal instruments and recommendations on transport

535. As a result of ECE assistance to member States, the number of States parties to the 58 United Nations legal instruments on transport administered by the Commission increased from 1,680 in 2011 to 1,692 in 2013. The list of 12 new States parties included Denmark, Egypt, Kyrgyzstan, Lebanon, Morocco, Qatar, the Republic of Moldova (two instruments), Slovenia and Turkey (three instruments). Although these legal instruments continue to attract new contracting parties, the increase was more modest than in previous years. In terms of the monitoring of implementation, one new mechanism was put in place in 2013: the Inventory of Main Standards and Parameters of the E Waterway Network ("Blue Book"), relating to the European Agreement on Main Inland Waterways of International Importance.

(c) Enhanced national capacity for the development of the pan-European and transcontinental transport infrastructure, in particular in the countries of Eastern and South-Eastern Europe, as well as in the countries of the Caucasus and Central Asia, and for the introduction of transport facilitation measures, with special attention to landlocked transition economies and their neighbours

536. The number of States parties to the four key agreements and the protocols thereto remained at 119 in 2013. At the same time, the number of ECE countries participating in the subregional transport infrastructure projects had been steadily growing, with two additional countries (Poland and Serbia) joining the Euro-Asian transport links project, phase II, bringing the total number of participating countries to 29. The number of countries participating in the ECE Trans-European North-South Motorway and Trans-European Railway projects increased by one, reaching 30 in 2012. Phase II of the Euro-Asian transport links project was completed, with a study containing its results approved at the ministerial conference held in Geneva in 2013. The participants in the conference also launched phase III of the project, expressing their support through a joint statement on the future development of Euro-Asian transport links and a joint declaration on the promotion of Euro-Asian rail transport.

(d) Strengthened capacity of the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia to implement relevant ECE legal instruments, norms and standards

537. The level of participants' satisfaction with ECE capacity-building activities organized in countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia increased from 65 to 80 per cent, according to an analysis of the participants' responses to evaluation questionnaires. The number of countries that had established road safety improvement objectives exceeded the target, reaching 38.

Subprogramme 3
Statistics

(a) Streamlined activity patterns of statistical work through coordination among international organizations and elimination of overlaps and gaps

538. During the biennium, in order to improve inter-agency coordination and eliminate overlaps and gaps in statistical activities in the region, ECE organized in-depth reviews of international statistical work in six areas: population ageing; banking, insurance and financial statistics; poverty statistics; political and other community activities; big data; and entrepreneurship. As a follow-up to those reviews, work was undertaken to improve the availability of ageing-related statistics and provide guidance on big data in official statistics. In 2012-2013, 26 international organizations provided information to the ECE Database of International Statistical Activities for the coordination of work. Full use of the Database classification system, developed by ECE, was made by the international consortium on Statistical Data and Metadata Exchange and the Statistics Division in their global inventory of statistical standards.

(b) Improved availability in the ECE database of reliable, timely and comparable statistics, including gender disaggregated data for all countries in the ECE region

539. Progress was made in the availability of high-quality macroeconomic, social and demographic statistics in the ECE Database. A new clearing house for the harmonization of migration data of the countries of the Commonwealth of Independent States (CIS) was launched as part of the Database. The timeliness, completeness, reliability and comparability of the Database were improved. A total of 158 statistical time series were available in the Database, including 7 new series of the migration clearing house. User satisfaction remained high, with two online surveys indicating that 84 per cent of users rated the data as excellent or good. In 2012-2013, data downloads increased by 41 per cent compared with 2010-2011. Automated data-collection processes developed by ECE increased the timeliness and reliability of data. A new web interface improved the functionalities and visualization of data.

(c) Updated and newly developed standards, methodologies and practices for ensuring internationally comparable statistics

540. In 2012-2013, the Conference of European Statisticians endorsed six methodological guidelines: its recommendations on measuring sustainable development; a stocktaking report on measuring human capital; a compilation of good practices in human resources management and training; guidelines for the

harmonization of time use surveys; an international classification of crimes for statistical purposes; and an analysis of international migration estimates using different length-of-stay definitions. ECE participated in seven projects of other international organizations, including the Statistics Division, OECD and the Statistical Office of the European Communities (EUROSTAT). ECE also contributed to the drafting of joint publications with those international organizations and provided recommendations and good practices in ensuring the comparability of statistics. ECE undertook methodological work in 27 of the 35 statistical areas of the Classification of International Statistical Activities.

(d) Improved assistance in the implementation of international standards and good practices in official statistics, in particular in less advanced countries of the ECE region, including on gender-sensitive indicators

541. ECE held 13 training workshops and undertook a number of advisory missions to address capacity gaps in countries with developing statistical systems. Those activities covered 12 statistical areas in which member States requested the Commission's assistance. In total, 89 per cent of experts who had taken part in ECE training workshops considered the training to be of high quality and useful for their work. The progress made in implementing international standards and ensuring compliance with the Fundamental Principles of Official Statistics was integrated into the global assessments of national statistical systems carried out by ECE in collaboration with EUROSTAT and the European Free Trade Association in Belarus, Georgia, Mongolia, the Republic of Moldova and Tajikistan. The global assessments provided country-specific recommendations for the development of national statistical capacity and were used by other international organizations (including the World Bank and the International Labour Organization) in planning their capacity-building activities and resource mobilization.

Subprogramme 4
Economic cooperation and integration

(a) Increased knowledge of good practices and policies on financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities leading to the formulation of related ECE policy recommendations

542. Nine sets of policy recommendations were prepared during the biennium, on: (a) the regional dimension of innovation; (b) intellectual property and competition policy as drivers of innovation; (c) innovation policies in Ukraine; (d) innovation and entrepreneurship; (e) innovation in the public sector; (f) using the public-private partnership model in the renovation of public buildings; (g) legislative frameworks, the bidding process, the allocation of risk and procurement rules for public-private partnerships in Turkmenistan; (h) enabling framework and project development for public-private partnerships in Kyrgyzstan; and (i) developing institutions, procedures and a national infrastructure plan for public-private partnerships in Belarus, the Republic of Moldova and Tajikistan. They resulted from exchanges of experiences among member States and national and international experts from the public and private sectors during sessions and conferences of the Committee on Economic Cooperation and Integration and its subsidiary bodies, namely, the teams of specialists on innovation and competitiveness policies, on intellectual property and on public-private partnerships.

(b) Enhanced implementation of the aforementioned ECE policy recommendations

543. In follow-up to the innovation performance reviews, beneficiary countries adopted the following measures: Belarus (a) broadened the concept of innovation in its national innovation strategy to include organizational, marketing and service innovations, (b) introduced changes in intellectual property legislation to assign rights to research and development organizations and inventors, (c) developed policy instruments that accept and manage risk, and (d) prepared a draft law on venture financing and reformed the Belarusian Innovation Fund; Kazakhstan prepared (e) a concept for innovative development until 2020, (f) a methodology for the development of regional innovation systems, and (g) priority directions for science and technology; Ukraine (h) made changes to the governance of its innovation activities and (i) created additional policy instruments on financial support for incubators, business parks and innovation centres; (j) Tajikistan adopted a new law on public-private partnerships; and national public-private partnerships readiness assessments led to the development of pilot projects in selected sectors in (k) Belarus, (l) Moldova, and (m) Tajikistan.

(c) Strengthened national capacity in countries with economies in transition to promote good practices and implement the aforementioned ECE policy recommendations

544. During the biennium, more than 30 demand driven capacity-building events were organized in member States, in close cooperation with national government partners and other international organizations. Results of a survey of member States indicated that in 32 cases, countries had followed up on capacity-building activities of the Committee on Economic Cooperation and Integration. Those cases included the use and adaptation of materials provided by the Committee in national training/capacity-building activities; the dissemination of new knowledge and lessons learned to peers and other staff by participants in Committee capacity-building activities; and reviews of operating procedures, rules, regulations, mandates or legislation initiated as a result of insights gained from Committee activities. As the questionnaire provided respondents with the options of identifying themselves or remaining anonymous, it was not always possible to attribute the responses to particular countries. However, Belarus, Romania, the Russian Federation and Ukraine were among those that reported follow-up activities.

Subprogramme 5
Sustainable energy

(a) Progress in the international dialogue between Governments and industry on sustainable energy development issues, in particular, cleaner energy production, energy security and diversification of energy sources, with specific attention to the promotion of new and renewable energy

545. According to the annual surveys of member States conducted during the biennium, almost 90 per cent of respondents evaluated the policy and technical discussions of the Commission as “useful” and “very useful” for decision-making and considered the Commission to be an important forum for international dialogue and cooperation on sustainable energy between Governments and industry. In both annual surveys, almost 79 per cent of respondents identified themselves as decision makers or advisers to decision makers. In relation to the web-based survey held in

2012, 80 per cent of respondents indicated that they found ECE information, technical and policy-oriented reports on sustainable energy issues to be useful or very useful.

(b) Progress in addressing energy conservation and efficiency issues across the ECE region, especially those leading to a reduction in energy-related environmental impacts, including progress in the formation of energy efficiency markets in economies in transition

546. In 2012, two country-oriented training sessions were conducted for project developers, government officials, representatives of the banking system, and the private sector in Kazakhstan and Ukraine to improve skills for the development of bankable energy efficiency project proposals. In 2013, two business development training courses for project developers were conducted, in Kazakhstan and Turkey (for 80 project developers and owners from 23 ECE countries), jointly with ESCAP. International energy forums were organized in Kyrgyzstan in 2012 (for 130 participants from 22 countries) and in Georgia in 2013 (for 210 participants from 28 countries). The 2012 and 2013 surveys indicated that 73 per cent of respondents evaluated these policy discussions as "useful". As a result of this work, and as indicated by participants, 14 new energy efficiency investment projects were developed under the Energy Efficiency 21 Programme and approved for financing in economies in transition.

(c) Further extension and implementation of ECE recommendations/guidelines and instruments for sustainable energy development, in particular, extension and implementation of the United Nations Framework Classification for Fossil Energy and Mineral Resources

547. The specifications for the application of the United Nations Framework Classification for Fossil Energy were finalized. Five regional and two national workshops to build capacity with respect to the application of the Classification were organized in Chile (for 60 participants from 20 countries), India (for 230 national participants), Mexico (for 77 national participants), Portugal (for 65 participants from 27 countries), Switzerland (for 85 participants from 20 countries), Thailand (for 35 participants from 10 countries) and the United Kingdom (for 50 participants from 3 countries). Those training workshops contributed to increased global awareness of the Classification. Thirteen professional organizations supported the further development and implementation of the Classification, exceeding the target. Similarly, the targeted number of countries expressing interest in applying the Classification in their resource management was exceeded, with Argentina, Cambodia, India, the Lao People's Democratic Republic, Malawi, Mexico, Nigeria, Thailand and the United Republic of Tanzania undertaking Classification case studies.

Subprogramme 6
Trade

(a) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business

548. In 2012-2013, member States adopted 25 new/revised recommendations, norms, standards and tools, including the Single Window Planning and

Implementation Guide and the Trade Facilitation Implementation Guide. As witnessed by the large number of page views, more countries and institutions used those tools for strengthening electronic cross-border trade worldwide than during the previous biennium. In follow-up to the adoption of the ECE Internet-based Trade Facilitation Implementation Guide, the secretariat trained policymakers and members of the private sector from all regions of the world in the management of trade facilitation reform and the development of national trade facilitation agendas. These efforts by ECE also helped to mainstream trade facilitation into the national trade policy of beneficiary countries. The Commission enhanced trade cooperation through a large number of country- and region-specific interventions. Those interventions, often organized with other international organizations, helped to increase the trade-related capacity of the public and private sectors in transition economies and developing countries.

(b) Adoption by member States of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation

549. Member States adopted two recommendations and one new tool to strengthen regulatory cooperation and the implementation of risk assessment systems worldwide: the recommendation entitled "Education on standards-related issues" urged Governments to include standards and related regulatory issues in higher education curricula, while the recommendation entitled "Reference to standards" helped authorities to apply expertise in standards without infringing the intellectual property rights of the standards-setting bodies. The study entitled "Risk management in regulatory frameworks: towards a better management of risks" guided policymakers in the development of regulations for safer products and business processes without compromising innovation, economic development and international trade. Strategic cooperation with other international organizations resulted in the training of authorities from Central Asia in the Commission's regulatory cooperation tools and the worldwide application of its model for risk management in regulatory systems with respect to disaster risk reduction.

(c) Adoption and increased implementation by member States of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards

550. During the biennium, ECE contributed to the enhancement of trade in agricultural produce through the development of guidance and standards. For example, 50 new and revised recommendations were adopted, double the number targeted, in four areas: fresh fruits and vegetables, meat, dry and dried produce, and seed potatoes. Notably, more transition and developing countries were adopting and using ECE standards during the biennium. The increase in the number of implementations of ECE standards by one third above the target will contribute to the improved quality of agricultural produce in those countries and better integration into regional and international supply chains. The demand-driven standards development process in ECE helped countries to accept and use quality standards to increase their export opportunities and generate revenues from agricultural production and trade.

Subprogramme 7
Timber and forestry

(a) Increased understanding, based on better monitoring of sustainable forest management, encompassing (i) policies and institutions, (ii) forest resources, (iii) sound use of wood, for material and energy purposes, in domestic and export markets, and (iv) the outlook for the sector in a broader, cross-sectoral context

551. The collection of data on forest resources, policies and institutions was harmonized with six international organizations through the development of the collaborative forest resources questionnaire, which reduces the burden on ECE member States for quantitative and qualitative reporting on sustainable forest management. The percentage of ECE countries able to provide satisfactory responses to the ECE/Food and Agriculture Organization of the United Nations (FAO)/International Tropical Timber Organization/EUROSTAT joint forest sector questionnaire, which monitors the sound use of wood, decreased from 70 per cent in 2011 to 66 per cent in 2013. This reduction was caused mainly by the budget and capacity constraints placed on national institutions in the wake of the global economic situation. Eighty per cent of participants evaluated meetings/workshops of the ECE/FAO Forestry and Timber Section as useful, in particular with regard to their responsiveness to emerging challenges, including trade measures affecting timber trade, life cycle assessment and the green economy.

(b) Increased capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe to achieve sustainable forest management at the national level

552. Two capacity-building workshops aimed at achieving sustainable forest management at the national level targeted countries in Eastern Europe, the Caucasus and Central Asia. The workshop on forest resources assessment, held in October 2013, brought together participants from CIS countries and Georgia. It was focused on improving national capacities in reporting on forest-related indicators for the FAO Global Forest Resources Assessment. The Joint Wood Energy Enquiry capacity-building workshop, held in September 2012, helped to improve communication between the energy and forest sectors at the national level. It was aimed at increasing knowledge about the issue on the part of participants from Ukraine and other CIS countries. Some 86 per cent of the workshop participants surveyed rated the workshops as "useful" or "very useful" for their work. The capacity-building workshops facilitated the exchange of best practices and experiences and showcased good examples from other countries.

Subprogramme 8
Housing, land management and population

(a) Improved capacity for policy formulation and implementation in housing, planning and land administration in the countries of Eastern Europe, the Caucasus and Central Asia, and South-Eastern Europe

553. During the biennium, the subprogramme prepared country profiles of the Republic of Moldova and Ukraine with respect to housing and land management. The country profile of Ukraine provided, inter alia, policy recommendations on housing finance, social housing and land administration legislation. Preliminary

research and two research missions for the country profile of the Republic of Moldova were conducted in 2013. Three countries reported reforms to policies as a result of country profiles: Azerbaijan (a new construction code), Kyrgyzstan (the implementation of a land registry system) and Tajikistan (a new urban code). The results of a survey of member States showed that several countries were implementing reforms in the area of housing and land management in accordance with the ECE guidelines. These included: a new multi-year plan for housing reform in Spain; a national social housing strategy plan in Serbia; a programme to increase urban density and renovate residential housing areas in Israel; and a programme to provide social housing for displaced persons in Azerbaijan.

(b) Strengthened implementation by countries of ECE guidelines on housing and land management, including on energy efficiency, informal settlements, transparency in land and real estate markets and on improved safety in buildings

554. The implementation of 22 ECE workshops, seminars and training programmes contributed to increased knowledge and improved implementation on the part of member States with respect to sustainable policies related to real estate markets, energy-efficient housing, smart city design and land administration. Four green economy seminars contributed to strengthened policies for greener economies in the region. As a result of those efforts, Azerbaijan and Kyrgyzstan reported improvements in their land and property registries. A national action plan developed by ECE provided guidelines for improved energy-efficient housing in Montenegro. The ECE Real Estate Market Advisory Group conducted three round-table discussions, which resulted in the decision of the Government of the Russian Federation to establish working groups on social housing and property valuation and the decision of the Government of Italy to establish a working group on tentative reforms to building regulations.

(c) Enhanced national policy formulation on population ageing and intergenerational and gender relations, to meet the challenges of demographic change

555. Four additional ECE member States adjusted their policies or introduced new measures contributing to the regional implementation of the Madrid International Plan of Action on Ageing, reaffirmed at the 2012 ECE ministerial conference. Turkey enhanced the mainstreaming of ageing by developing a plan of action in 2012 and starting its implementation in 2013. The United Kingdom introduced workplace pension reforms in 2012, automatically enrolling all workers not yet part of any scheme. Latvia approved guidelines on national identity, civil society and integration policy (2012-2018), which include older persons. Slovenia adapted its social protection systems to population ageing, implementing its social transfer system reform in 2012. The Working Group on Ageing provided a platform for ECE member States to discuss necessary societal adjustments. ECE policy briefs on ageing facilitated the exchange of good practices, and the Generations and Gender Programme provided important evidence-based information for policymaking on ageing.

Section 21
Economic and social development in Latin America and the Caribbean

Highlights of programme results

ECLAC continued to play an important role in identifying emerging issues important to the region. For example, its proposal entitled "Structural change for equality: an integrated approach to development" was the subject of important policy discussions by member States at the thirty-fourth session of the Commission. Important policy reports were provided by the Commission as input for discussions at high-level meetings, including "The outlook for agriculture and rural development in the Americas", presented at the twenty-second Ibero-American Conference of Heads of State and Government, and "Community of Latin American and Caribbean States-European Union cooperation for development: challenges post-2015". In addition, ECLAC recommendations addressed to the Central American Integration System resulted in the promotion of regional electricity and energy integration initiatives in Central America. ECLAC efforts with the Caribbean Community (CARICOM) and other subregional actors articulated a Caribbean position on population, migration and development issues. ECLAC established, by its resolution 670 (XXXIV), the Regional Conference on Population and Development in Latin America and the Caribbean and, by its resolution 672 (XXXIV), the Conference on Science, Innovation and Information and Communications Technologies. ECLAC published more than 250 publications on a wide range of topics, including its six flagship publications, which were downloaded more than 6.8 million times. ECLAC also convened and provided substantive servicing for 10 intergovernmental meetings and organized 88 expert group meetings and more than 66 training courses, workshops and seminars, attended by 4,000 participants.

Challenges and lessons learned

The world crisis experienced over the past decade has shed light on the structural deficits hampering the development of the countries of Latin America and the Caribbean and raised questions about their ability to address the challenges of implementing a long-term sustainable development agenda. The Commission will continue to prepare substantive research, provide technical assistance and serve as a regional forum and facilitator in building regional consensus. Some of the areas that will be emphasized on the basis of lessons learned during the biennium 2012-2013 include: utilizing multidimensional approaches to poverty and welfare, working to enhance the region's institutional structures and its capacity for innovation, and strengthening the region's capacity to generate economic and social data.

Output implementation rate

556. The above-cited results are based on the implementation of 96 per cent of 528 mandated, quantifiable outputs.

557. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 21)).

Executive direction and management

(a) Programme of work is effectively managed

558. During the biennium, ECLAC effectively managed its work programme: 97 per cent of the total outputs were implemented, with only 3 per cent postponed or terminated. More than 80 per cent of the postponed outputs were publications in the editing or design phase that will be published early in 2014. Furthermore, 63 outputs in addition to those planned in the biennium were implemented, in response to the requests of member States, and 99.6 per cent of the allotment for the biennium was spent.

(b) Increased timeliness of submission of documentation for intergovernmental meetings

559. All intergovernmental documentation was issued and published six weeks in advance of the meetings, in accordance with mandates from the General Assembly, including the main substantive document presented at the thirty-fourth session of the Commission, entitled "Structural change for equality: an integrated approach to development"; the proposed strategic framework of ECLAC for 2014-2015; the proposed programme budget of ECLAC for 2014-2015; the report on the activities of the Commission for the biennium 2010-2011; and the report on South-South cooperation for the biennium 2010-2011.

(c) Identification of emerging issues relevant to the region's development agenda

560. ECLAC raised emerging issues relevant to the region's development agenda on many occasions, including: the thirty-fourth session of the Commission, at which the proposal entitled "Structural change for equality: an integrated approach to development" resulted in a mandate for ECLAC on the subject; the twelfth session of the Regional Conference on Women in Latin America and the Caribbean, which considered the report entitled "Women in the digital economy: breaking through the equality threshold"; the Fourth Ministerial Conference on the Information Society in Latin America and the Caribbean, and a ministerial meeting entitled "Innovation and structural change in Latin America and the Caribbean: strategies for inclusive regional development", at which issues concerning innovation, science and technology and competitiveness and the digital divide were raised; a regional meeting of experts on international migration and the first session of the Regional Conference on Population and Development in Latin America and the Caribbean, at which member States adopted the Montevideo Consensus; and the 14th meeting of the Regional Council for Planning, at which the relevance of evaluation and forward planning for driving structural change with equality were emphasized.

(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations

561. Several initiatives were undertaken jointly with the United Nations and regional entities, including a report with FAO and the Inter-American Institute for Cooperation on Agriculture on international food price volatility and the responses of Latin America and the Caribbean, and a report with the United Nations Population Fund (UNFPA) calling for the design of comprehensive social protection systems for youth. In addition, ECLAC held a conference entitled "Sustainable development in Latin America and the Caribbean: follow-up to the United Nations development agenda beyond 2015 and to Rio+20", and coordinated the preparation of the inter-agency report on that subject. Furthermore, ECLAC, FAO and the International Labour Organization published the second edition of a report on the employment and working conditions of women migrant farm workers that described the relationship between the employment status of women and rural poverty and the precarious conditions existing in temporary work.

(f) Enhanced public knowledge of the role of ECLAC in the promotion of the economic and social development of Latin America and the Caribbean through public information activities

562. During the biennium, there was wide coverage by national, regional and international media outlets of the launch of the ECLAC flagship publications. More than 405 journalists attended the Commission's media events, with a total of 10,911 media clippings covering them. The number of visitors to the ECLAC website also registered significant growth, totalling 17.8 million. The subprogramme organized 505 interviews with the Executive Secretary and other spokespersons and issued 224 press releases in Spanish, 202 in English and 62 in Portuguese. By December 2013, ECLAC reached 68,143 followers through its Twitter account in Spanish and 1,684 in English, as well as 28,254 fans through its Facebook account in Spanish and 1,889 in English; there had been 93,738 views of videos on its YouTube account in Spanish and 3,731 in English; and there had been 325,267 visits to its Flickr account in Spanish and 43,134 in English.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional trade flows and value chains by formulating and implementing trade policies and export development strategies

563. During the biennium, the subprogramme received a request from Colombia for the provision of technical assistance to the Andean Community and an invitation from Chile, as President pro tempore of the Community of Latin American and Caribbean States (CELAC), to contribute to the report entitled "CELAC-European Union cooperation for development: challenges post-2015". Furthermore, the continuous assistance provided to the Union of South American Nations resulted in four documents promoting intraregional trade. In 2012, the flagship publication *Latin America and the Caribbean in the World Economy 2011-2012* was prepared and the briefing paper pertaining to the 2013 edition was issued. In addition, the subprogramme produced innovative research on trade relations and negotiations between Latin America and the Caribbean and the Asia-Pacific region and organized

more than 18 workshops and seminars on challenges and opportunities for trade relations between the two regions and on the Latin American experience in doing business with China, which were highly valued by policymakers throughout the region.

(b) Strengthened capacity of regional stakeholders for assessing the impact and contribution of trade policy on other areas of sustainable development, including on poverty and climate change

564. During the biennium, the subprogramme continued to be a catalyst for capacity-building for regional stakeholders in relation to their trade policy needs and economic development. Four countries of the region (Colombia, the Dominican Republic, Ecuador and Nicaragua) adopted trade and sustainable development policies in line with ECLAC recommendations. The subprogramme also continued the production of high-quality research, such as the report entitled "Carbon footprint and food exports: a practical guide", and continued its work with the national exports and investment institutions of the four countries referred to above. The subprogramme assisted countries of the region in preparing their economies to compete in a different economic environment and organized 11 seminars and workshops in Latin America to raise awareness of the need to measure the effects of climate change; the fourth international carbon footprint seminar; and five seminars on climate change and trade.

Subprogramme 2
Production and innovation

(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to enhance the competitiveness of their production structures

565. During the biennium, countries in the region relied increasingly on the Commission's work regarding policy formulation in the areas of science, technology and innovation. The subprogramme became the technical secretariat for science, technology and innovation in the region in accordance with mandates from Member States. The subprogramme also provided technical assistance to the Governments of nine countries in the region[2] in the formulation of strategies for policy on industrial development, agriculture and small and medium-sized enterprises; as well as in information and communications technology. Most notable was the technical assistance provided to Ecuador in changing its productive structure. At least two Governments acknowledged that they had benefited from these technical services, specifically in designing statistical indicators for the use of information and communications technology in enterprises in their respective countries.

(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster productivity convergence and innovation

566. ECLAC work in the areas of foreign direct investment and agriculture continued to serve as a reference for policymakers. Ninety-five per cent of readers of the flagship publication *Foreign Direct Investment in Latin America and the*

---

[2] Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Mexico, Paraguay and Peru.

Caribbean 2012 acknowledged that the publication had been useful in their work, either by informing debate with relevant figures or by providing an analytical framework. In addition, the subprogramme published *The Outlook for Agriculture and Rural Development in the Americas: A Perspective in Latin America and the Caribbean*, in collaboration with FAO and the Inter-American Institute for Cooperation on Agriculture, and *Latin American Economic Outlook* during both years of the biennium. Finally, all the participants in the subprogramme's seminars, workshops or training courses acknowledged that they had benefited from ECLAC technical cooperation services in terms of improving their capacities to foster productivity convergence and innovation.

Subprogramme 3
Macroeconomic policies and growth

(a) Strengthened capacity of policymakers and other stakeholders in Latin America and the Caribbean to analyse and assess macroeconomic issues in line with long-term growth-enhancing policies

567. During the biennium, the subprogramme successfully published its four flagship publications, *Economic Survey of Latin America and the Caribbean 2012* (September 2012), *Preliminary Overview of the Economies of Latin America and the Caribbean 2012* (December 2012), *Economic Survey of Latin America and the Caribbean 2013* (July 2013), and *Preliminary Overview of Latin America and the Caribbean 2013* (December 2013), and met its target of 75 per cent of readers who reported having benefited from the analysis and policy recommendations contained in them. The subprogramme produced high-quality research through the publication of 26 papers in the series *Macroeconomics for Development in Latin America and the Caribbean*. In addition, 75 per cent of participants in networks organized by the subprogramme considered the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies to be "useful" or "very useful". Finally, ECLAC held three expert group meetings on taxation and growth with equality; macroeconomic policies for growth and equality; and economic and fiscal short-term indicators in the context of incomplete or uncertain information.

(b) Increased capacity of policymakers of Latin America and the Caribbean to formulate and implement macroeconomic policies that aim at reducing economic and social vulnerability

568. The target of 11 government authorities taking policy actions in line with ECLAC recommendations in the area of macroeconomic policies was reached during the biennium 2012-2013.[3] In addition, four institutions considered the analysis and policy options promoted by ECLAC through technical cooperation missions in the formulation of macroeconomic policies, which represents the achievement of the target set by the subprogramme for the biennium. Finally, the subprogramme also implemented several extrabudgetary projects, related to countercyclical fiscal policies, fiscal decentralization, taxation and labour market policies.

---

[3] The term "policy actions" refers to attempts to affect legislation or other public policy actions independently of their implementation or acceptance.

Subprogramme 4
Financing for development

(a) Improved capacity of Latin American and Caribbean policymakers to develop countercyclical domestic financial instruments and early warning systems to prevent and mitigate the effects of financial crisis

569. During the biennium, the subprogramme provided technical assistance to the countries of the Union of South American Nations related to the organization of a regional reserve fund, as a countercyclical instrument to support domestic policies in the area of financing for development. The technical assistance provided comprised the preparation of a report containing recommendations on the design and organization of such a fund and the feasibility, implications and challenges of expanding the Latin American Reserve Fund to five new countries. The 12 countries members of the Union acknowledged the Commission's policy recommendations related to countercyclical financial instruments, including those related to the design of the fund. In 2012, 916 users of databases and selected publications of the subprogramme acknowledged having benefited from ECLAC analysis and policy recommendations on relevant issues with respect to financing for development.

(b) Improved capacity of Latin American and Caribbean policymakers to mobilize foreign resources, generate and allocate domestic resources for financing for development in the productive, social and environmental areas

570. During the biennium, three countries of the region (100 per cent of the target) took steps to improve the capacities of policymakers to mobilize foreign resources and generate and allocate domestic resources in line with ECLAC recommendations. Technical assistance was provided to the Government of Ecuador on issues related to developing banking; to the Latin American Association of Development Financing Institutions in the areas of innovative and inclusive financing and financing for trade; to the Association and the Central American Bank for Economic Integration in areas related to policies and instruments for the financing of production and foreign trade; and to the Government of Cuba to support discussions on policies and instruments relating to microfinance and start-up business financing. Training activities were implemented in Uruguay to increase the capacity of policymakers in the area of social protection.

(c) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate to reshape the global and regional financial architecture

571. During the first year of the biennium, the subprogramme worked to develop strategies and strengthen the capacity of the 12 States members of the Union of South American Nations by contributing to the debate to reshape the global and regional financial architecture. An important effort was made to contribute technical inputs on issues related to the payment systems in Latin America. At present, there are three such systems in the region, which have been studied and analysed in order to provide policymakers with instruments for improving them with the objective of devising a payment system to cover the entire Union. Also in relation to regional architecture, activities were carried out to strengthen capacities with respect to the countercyclical role of developing banks, including the provision of assistance to the Latin American Association of Development Financing Institutions and national

monetary authorities in the context of a meeting of the Centre for Latin American Monetary Studies.

Subprogramme 5
Social development and equality

(a) Increased capacity of Latin American and Caribbean Governments to formulate policies and programmes that address the structural and emerging social risks affecting various socioeconomic groups, with main attention to the poor, women, youth and children

572. At the end of the biennium, 11 countries had adopted social protection programmes and policies with a rights-based approach, in line with ECLAC recommendations. This exceeded the target of eight countries by 37.5 per cent. The subprogramme also promoted institutional innovation in the social sector, with emphasis on social impact and evaluation, and worked in areas related to improving dialogue with a view to social covenants and incorporating an equality perspective into social policies. Those contributions were acknowledged by several social policy institutions within national Governments. More recently, the subprogramme has been working in the area of persons with disabilities, bringing increased recognition to ECLAC in that regard. Of particular importance is the flagship publication *Social Panorama of Latin America*; its 2012 edition was devoted mainly to aspects of caregiving, and its 2013 edition included tools for the analysis of income poverty and described fresh approaches to poverty and well-being.

(b) Strengthened technical capacities of social policy institutions to improve the social impact of public action and to enhance dialogue with other governmental entities and stakeholders regarding the reduction of poverty and inequality

573. As of December 2013, a total of 10 policy institutions had benefited from ECLAC assistance aimed at strengthening their technical capacities in the area of social policy. This exceeded the target set for the biennium by 109 per cent. Important advances were made in defining strategic priorities regarding the situation of persons with disabilities, including the preparation of an expert report on the subject. The incorporation of information and communications technology into health and education systems facilitated the alignment of social and economic impact objectives within the framework of the Alliance for the Information Society, phase II. ECLAC, jointly with WFP, developed the cost-of-hunger methodology, which estimates the opportunity cost derived from undernutrition; the methodology has been so successful that it is currently being implemented on the African continent.

Subprogramme 6
Mainstreaming the gender perspective in regional development

(a) Progress in implementing gender equality policies in the countries of the region as a follow-up to all internationally agreed development goals in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the Convention on the Elimination of All Forms of Discrimination against Women and the Review of the Implementation of the Beijing Platform for Action in the ECLAC Region, and the Secretary-General's "UNiTE to End Violence against Women" campaign

574. During the biennium, 16 countries utilized additional gender indicators proposed by ECLAC, while policies on gender mainstreaming in line with the Commission's recommendations were developed in Argentina, Bolivia (Plurinational State of), Brazil, Costa Rica, El Salvador, Nicaragua and Paraguay. The number of user visits to the website of the Gender Equality Observatory for Latin America and the Caribbean substantially increased in comparison with the beginning of 2010, having reached a total of 590,000 by September 2013. A total of 364 students participated in four online courses: two on gender statistics and indicators, and two on public policies regarding family care and fostering the capacity-building of institutions in the region. The subprogramme continued to strengthen national capacities to produce gender statistics and to strengthen relations between producers and users of gender statistics.

(b) Progress achieved by countries of the region in the implementation of the agreements of the eleventh session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's participation in decision-making, recognition of women's unpaid work and the eradication of poverty and gender violence

575. During the biennium, several countries/areas of the region (Argentina, Brazil, Bolivia (Plurinational State of), Chile, Costa Rica, Mexico, Nicaragua, Panama, Paraguay, Uruguay and Curaçao) put in place public policies to implement the agreements reached at the eleventh session of the Regional Conference on Women in Latin America and the Caribbean and to follow up on internationally agreed commitments. The technical assistance provided by the subprogramme to 21 countries was key in this process. The subprogramme also collaborated with other subprogrammes within ECLAC to mainstream gender into the Commission and produce common products benefitting from the work carried out by several subprogrammes.

Subprogramme 7
Population and development

(a) Increased capacity of Latin American and Caribbean stakeholders to monitor population trends and tackle population and development issues for use in sociodemographic policies and programmes

576. The subprogramme's efforts to increase countries' capacity to integrate demographic inputs into socioeconomic policies reached 226 institutions during the biennium. Twenty-three governmental institutions sent officials to participate in the intensive course taught by the Latin American and Caribbean Demographic Centre; 20 national statistical offices used the Centre's publications on census methodology

and applied its expertise to their census analysis (4 of them conducted its population and housing census, benefiting from technical support); 73 institutions based their discussions and agreements on the documents prepared by the Centre during the Third Regional Intergovernmental Conference on Ageing and the first follow-up meeting of the San Jose Charter on the Rights of Older Persons in Latin America and the Caribbean; 39 agencies were trained on the use of census data to study sociodemographic dynamics and on numerous guidelines on ethnic approaches produced by the subprogramme; and 37 agencies used demographic census information generated by the Statistics and Economic Projections Division to produce reports, applications and indicators. The subprogramme website registered more than 5 million downloads.

(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and other international agreements related to those issues

577. During the biennium, countries of the region carried out 228 new actions, in line with ECLAC recommendations, to achieve and monitor progress towards the fulfilment of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing (more than three times the target). Those actions included policies and legislative initiatives, the development and empowerment of national institutions and other measures that benefited from the technical advisory services of the subprogramme. In addition, the subprogramme fostered South-South cooperation and provided advisory services with regard to indigenous peoples, ageing, family care, intergenerational transfers, non-communicable diseases, urbanization and teenage pregnancy.

Subprogramme 8
Sustainable development and human settlements

(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to human settlements and to risk reduction and adaptation to climate change

578. During the biennium, Government officials from at least seven countries in the region increased their capacity to develop and implement policies, programmes and projects on climate change adaptation, sustainable development and urban sustainability by attending workshops, seminars and courses organized by the subprogramme. In addition, the subprogramme's outputs were disseminated through various channels, including the United Nations Conference on Sustainable Development (June 2012), the United Nations Climate Change Conference in Doha (side event on "Adaptation challenges and advances in public policy in the Latin American and Caribbean region, and the experience of El Salvador") and through the website of the Sustainable Development and Human Settlements Division, as well as the website of EUROCLIMA on the socioeconomic impacts of climate change. Web pages on those impacts and on sustainable urban infrastructure were designed; a climate change network was created; and a web viewer for dissemination of the results of studies on the regional impacts of climate change was

developed. The number of downloads of the subprogramme's publications reached almost 600,000.

(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up and make progress in the implementation of international agreements relating to sustainable development and to urban development such as those deriving from the Millennium Declaration, the United Nations Framework Convention on Climate Change, the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean, the Regional Implementation Meeting and the Commission on Sustainable Development process and enhanced capacity of countries to implement the Rio Declaration on Environment and Development

579. The subprogramme supported member States in the negotiations on reducing emissions from deforestation and forest degradation in developing countries (REDD-plus) through workshops on technical and political strategies for the implementation of national REDD mechanisms. Technical assistance was provided to 10 countries, which adopted actions in line with ECLAC recommendations. Within the framework of the United Nations Conference on Sustainable Development, representatives from the region signed a Declaration on the application of principle 10 of the Rio Declaration on Environment and Development, requested ECLAC to act as the technical secretariat for the process and adopted a road map for the creation of an instrument on principle 10. Memorandums of understanding were signed with cities for the implementation of guidelines prepared by the subprogramme on low-carbon urban paths and green growth. Finally, the subprogramme continued to support countries in the region in the context of negotiations on the United Nations Framework Convention on Climate Change.

Subprogramme 9
Natural resources and infrastructure

(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services

580. During the biennium, the subprogramme continued its efforts to strengthen the capacity of countries in the region to formulate and implement public policies and regulatory frameworks on natural resources and infrastructure services. The Government of Ecuador received technical support in the development of its inland shipping regulatory framework and Panama in the preparation of its plan on geothermal development. In addition, technical support was provided to the Plurinational State of Bolivia with respect to energy-efficiency indicators; to Paraguay and Uruguay on energy efficiency; and to El Salvador on a logistics, transport and ports policy framework. Several countries in the region acknowledged having benefited from the subprogramme's technical cooperation services, including Argentina, Chile and Peru, which benefited in the areas of water management, infrastructure services and port management, respectively.

(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services

581. The subprogramme dedicated its efforts to generating information and providing technical advice to various institutions in the region in relation to the issues of water, energy, transport and infrastructure. As a result, 11 organizations were taking action to harmonize policies for the management of natural resources and/or the provision of public utility and infrastructure services in line with ECLAC recommendations. It is worth highlighting the technical assistance provided to the Latin American Parliament and the subprogramme's contribution to a resolution of the Energy and Mines Commission. The Latin American Parliament acknowledged the sustained contribution of the subprogramme on energy efficiency and in incorporating that topic into the public agendas of the countries in the region. The subprogramme also contributed significantly to the successful development of seminars, summits and workshops.

Subprogramme 10
Planning of public administration

(a) Strengthened capacity of Latin American and Caribbean countries to adopt new approaches and address emerging issues regarding development planning at both the national and subnational levels, results-based budgeting and public administration

582. The subprogramme's activities during the biennium in the areas of planning and results-based management resulted in the adoption by nine countries in the region of new policies and measures in line with the recommendations of the Latin American and Caribbean Institute for Economic and Social Planning. One of those technical cooperation projects, implemented in Mexico, included training courses and technical assistance for public officials on results-based budgeting and evaluation. As part of the project, 664 programmes were evaluated and 12 technical assistance workshops were held to improve 48 federal programmes. In addition, more than 250 participants in the subprogramme's courses (90 per cent of the total) stated that the training activities could significantly improve their work in development planning and public management, and 78 per cent of readers of the subprogramme's publications acknowledged that they had benefited from that material. In addition, the subprogramme organized 16 international, 37 national and 14 distance learning/online courses.

(b) Enhanced coordination, sharing of best practices and benchmarking among stakeholders and Governments in the region at both the national and subnational levels regarding public management of development strategies with emphasis on planning, budgeting and evaluation

583. At least 10 institutions acknowledged that the recommendations of the Latin American and Caribbean Institute for Economic and Social Planning in the areas of development planning, budgeting and public administration had helped to enhance their capacity to formulate policies. During the first year of the biennium, the subprogramme organized four high-level seminars that brought together several public agencies, multilateral organizations, international cooperation agencies, universities and other key stakeholders in the region. Furthermore, 89 per cent of

participants in the activities of the subprogramme indicated that they had benefited from the experiences shared as a result of those activities.

Subprogramme 11
Statistics

(a) Progress in the implementation of the Strategic Plan 2005-2015 of the Statistical Conference of the Americas

584. The consolidation of the Statistical Conference of the Americas as a relevant forum for the countries in the region was one of the main achievements of the subprogramme during the biennium. At least 10 countries made significant progress towards the implementation of the System of National Accounts. Four countries of the region progressed in terms of the estimates of satellite accounts related to non-profit organizations, and 26 (considerably surpassing the goal of 8) established indicators to follow up on the Millennium Development Goals after receiving relevant technical support from ECLAC. Several countries strengthened their commitment to monitoring the post-2015 development agenda. Efforts made in this area were also aimed at reducing the amount of missing information and the number of discrepancies between national and international sources, and improving coordination among the national agencies involved in the production and analysis of Millennium Development Goal indicators.

(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies

585. Efforts of the subprogramme were focused on producing and disseminating comparable statistical indicators; improving the timeliness and quality of statistical information (including metadata); refining the measurement of income poverty and the analysis of multidimensional poverty measures; and developing water statistics and environmental accounts. The provision of technical assistance helped countries to enhance their household surveys, to develop integrated household survey systems and to improve their measurement of labour and "decent work". With regard to environmental statistics, one of the main achievements of the subprogramme concerned the development of a proposal for a regional strategy for the implementation of the System of Environmental-Economic Accounting.

Subprogramme 12
Subregional activities in Mexico and Central America

(a) Strengthened capacity of the countries in the subregion to address economic and social issues, particularly regarding equality and poverty eradication

586. During the biennium, the subprogramme continued to work with countries in the subregion on social and economic development, equality and the eradication of poverty. Several countries in the subregion utilized the subprogramme's analysis in the formulation of their policies: El Salvador (on sustainable economic growth, macroeconomic policies, social protection and the establishment of its Ministry of Human and Social Development), Nicaragua (on science, technology and innovation and on the preparation of a strategic plan for its central bank) and Mexico (on social programmes, structural change and equality, fiscal reform and the protection of

young children). In addition, the Centre for Latin American Monetary Studies, and most central banks in the subregion, adopted the ECLAC macroeconometric model for structural analysis, and 15 stakeholders in the subregion acknowledged having benefited from ECLAC products and services.

(b) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures in the areas of productive development, trade and integration

587. Six institutions utilized the subprogramme's analysis in the formulation of policies regarding productive development and trade and integration, including the Central American Economic Integration Secretariat, the Export and Investment Promotion Agency of El Salvador, the Federal Competition Commission of the Mexican Congress and the Ministries of Economy of El Salvador and Guatemala. Furthermore, 14 stakeholders surveyed acknowledged having benefited from the subprogramme's products and services in the areas of productive development, industrial policy, and trade and integration, including El Salvador, Mexico, and Nicaragua, while Panama benefited from the subprogramme's research into strengthening its integration processes. Guatemala and Nicaragua used the subprogramme's services in the development of their national science and technology plans and Costa Rica in the area of small and medium-sized enterprises. Finally, the subprogramme worked with FAO in the area of price formation for agricultural products.

(c) Increased technical capacities of the countries in the subregion to design or evaluate policies and measures for sustainable development, including energy, agriculture and climate change

588. Twenty-one institutions in the subregion utilized the subprogramme's analysis and recommendations in the formulation of policies and measures for sustainable development, including in the areas of agriculture, energy and climate change. These institutions included the Ministries of Energy and National Energy Commissions of Costa Rica, El Salvador, Guatemala, Honduras and Panama. In addition, the Central American Integration System promoted regional electricity projects and energy integration based on the subprogramme's recommendations, and the Central America Hydrocarbons Cooperation Committee was reactivated. Finally, the chambers of commerce of the Dominican Republic-Central America-United States Free Trade Agreement requested the Governments of the United States to remove barriers to exports of liquefied natural gas, basing their request on studies carried out by the subprogramme.

Subprogramme 13
Subregional activities in the Caribbean

(a) Strengthened capacities of policymakers from countries in the subregion to formulate, implement and monitor measures to overcome development challenges and promote economic diversification and social transformation

589. During the biennium, at least eight stakeholders in the subregion acknowledged that they had benefited from the subprogramme's products and services to promote economic development and social transformation. In Jamaica, the Ministries of Agriculture, Education, Finance, Foreign Affairs, Health, National

Security, Trade and Transport, the Bureau of Women's Affairs and the National Statistical Office strengthened their capacity for gender mainstreaming and the production and collection of reliable gender-disaggregated data as a result of the subprogramme's efforts. Suriname and Aruba accepted the energy policies prepared by the subprogramme and stated their intention to implement them, while Belize, Guyana, and Curaçao accepted the subprogramme's recommendations on energy efficiency and renewable energy technologies. Antigua and Barbuda, Grenada and Saint Lucia used those recommendations to inform their energy strategies.

(b) Enhanced capacity and technical expertise in countries of the subregion to follow up on the major international agreements in the economic, social and environmental fields, including the follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

590. The subprogramme supported 11 member States in the preparation of national reports on the progress made since the adoption of the Madrid International Plan of Action on Ageing in 2002 and of the Brasilia Declaration in 2007. The Government of Jamaica was incorporating the lessons and recommendations of the subprogramme into its national gender policies. The subprogramme provided technical support to 11 countries in the preparation of their national assessment reports on progress made in achieving the objectives of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

(c) Enhanced capacity of Caribbean Governments and institutions to promote intraregional and interregional cooperation and integration

591. The subprogramme engaged in several interventions that fostered intra- and interregional cooperation, including cooperation with the Caribbean Forum of African, Caribbean and Pacific States through the five-year review of the Economic Partnership Agreement and with the Caribbean Community and other organizations in relation to the definition of a post-2015 agenda; and articulated a Caribbean position on population, migration and development issues. In addition, the subprogramme, together with the Caribbean Community Climate Change Centre, analysed the economics of climate change. On the basis of that analysis, the subprogramme and the Planning Institute of Jamaica developed a climate change model to assist member States in assessing the sectoral spillover effects of climate change. Finally, Guyana and Trinidad and Tobago embarked on a joint food security project in accordance with the subprogramme's recommendations, and Trinidad and Tobago and the Organization of Eastern Caribbean States engaged in discussions with a view to, inter alia, rationalizing the air routes of Caribbean airlines and increasing the efficiency of regional transportation.

Section 22
Economic and social development in Western Asia

Highlights of programme results

ESCWA increased its effectiveness in implementing its programme of work, reaching a 98 per cent implementation rate for 2012-2013. The Commission addressed key emerging issues in the region through its twenty-seventh ministerial session, under the theme "The role of participation and social justice in achieving sustainable and balanced development". A series of high-level meetings were held to foster dialogue between leaders of Arab countries in transition and leaders of countries that had faced similar challenges in the past. ESCWA played a leading role in the regional preparations for the United Nations Conference on Sustainable Development, culminating with the adoption of the Arab Ministerial Declaration on Sustainable Development. ESCWA strengthened national capacity to develop a rights-based social policy, increasing the number of institutions generating information on social vulnerability from 8 to 23. The Commission organized the first Arab Economic Forum in November 2012. In addition, the *Survey of Economic and Social Developments in the ESCWA Region 2011-2012* and the *Survey of Economic and Social Developments in the Arab Region 2012-2013* received wide and continuous media attention. The ESCWA Technology Centre for Development matched 51 science- and technology-based small and medium-sized enterprises with 29 potential investors. ESCWA provided capacity development support in such areas as national accounts and short-term economic indicators. More than 450 officials were trained in the areas of gender mainstreaming and reporting related to the Convention on the Elimination of All Forms of Discrimination against Women.

Challenges and lessons learned

The change in the political scene in the region raised concerns about the impact that it might have on some aspects of ESCWA work and progress made in the past, for example, on gender and environmental issues. In some cases, the regional political and security dynamics posed difficulties and challenges for the Commission's work. In addition to national offices that were often closed, ESCWA was unable to hold most expert group meetings in Beirut because of travel restrictions, and thus venues had to be changed at the last moment for security or other reasons. This situation placed additional pressure on programme budgets, since staff travel was not budgeted for the events, as well as on the preparations for the events.

Output implementation rate

592. The above-cited results are based on the implementation of 98 per cent of 413 mandated, quantifiable outputs.

593. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 22)).

Executive direction and management

(a) The ESCWA programme of work is effectively managed

594. ESCWA revisited its evaluation policy to include system-wide action plan technical notes on evaluations and operational tools through which it plans to assess its publications and intergovernmental and expert group meetings. The newly deployed ESCWA performance monitoring system continued to be used by subprogrammes and management to monitor the programmatic implementation of planned outputs. The publications committee successfully adopted new criteria to guide the review of ESCWA manuscripts and concept notes. There was continuous follow-up on the overall implementation of planned Commission-wide activities through monthly meetings on deliverables. A resource mobilization strategy for 2013-2015 was developed by a new section on strategic directions and partnerships. ESCWA signed a contribution agreement with Germany for $1.4 million and was finalizing similar agreements with Norway for $500,000 and with Saudi Arabia for $2.3 million.

(b) Increased timeliness of submission of documentation

595. ESCWA was able to increase the effectiveness of its intergovernmental meetings by finalizing and sharing meeting documentation with member countries well ahead of meetings. Documentation for its twenty-seventh session was submitted, on average, eight weeks ahead of meetings. ESCWA committees, including the Statistical Committee, the Technical Committee and the Committee on Social Development, had their documentation submitted on average more than six weeks ahead of meetings. On a five-point scale, the tenth session of the Committee on Water Resources received a rating of 4.56 for timely issuance of its documents; the ninth session of the Committee on Energy received a rating of 4.7; the tenth session of the Statistical Committee received a rating of 4.29; and the seventh meeting of the Technical Committee received a rating of 4.46.

(c) Identification of emerging issues that require attention by member States

596. ESCWA undertook an organization-wide discretionary self-assessment to identify ideal means of aligning itself with emerging regional priorities and to respond to recommendations made by member countries. During the biennium, ESCWA was working to establish a centre for economic integration for the Arab region. The Commission organized two high-level meetings for emerging leaders and politicians from the Arab region and addressed key emerging issues in the region through its twenty-seventh ministerial session. Among the issues discussed were the role of participation and social justice in achieving sustainable and balanced development; the preparations for the United Nations Conference on Sustainable Development in the Arab region; and inclusive financing for small and medium-sized enterprises and the creation of job opportunities.

(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations

597. As the secretariat of the Regional Coordination Mechanism for the Arab States, ESCWA convened three meetings of the Mechanism during the biennium to strengthen synergy between the regional United Nations entities and the League of Arab States, and to enhance information-sharing among its members on the post-2015 development agenda. The meetings resulted in clarified processes for United Nations engagement with the Arab Economic and Social Development Summit and recommendations on collaboration to support regional economic integration and the establishment of an Arab customs union. As regards the post-2015 agenda, members of the Mechanism were able to clarify the global and regional trajectories of various consultations and processes and identified possibilities for the pooling of resources. It was recommended that the thematic working group on the Millennium Development Goals be reorganized to allow for the coordination of joint work on post-2015 processes. A new working group on international migration was established during the biennium.

(e) Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues

598. ESCWA reached out to a wider audience through a variety of means, including social media platforms such as Facebook (on which the number of "likes" for its page has reached 1,791 and the total post reach climbed to 2,690 since its launch in May 2012), live webcasts of high-level meetings, participation in book fairs, exhibitions and billboard displays. In addition, ESCWA continued its outreach through the provision of media services for a considerable number of activities and meetings and through the organization of press conferences and other media events. The Commission was also able to expand its outreach in the region through the accession of three new members: Libya, Morocco and Tunisia. Another indication of the effective outreach of ESCWA and the interest of stakeholders in its work was the number of downloads of publications and other documents, which saw an exponential increase to 32,414 compared with the 9,130 downloads during the previous biennium.

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) Enhanced technical, human and institutional capacities of member countries to develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of energy and water resources in line with the Johannesburg Plan of Implementation

599. During the biennium, in cooperation with the League of Arab States and UNEP, ESCWA led the regional preparations for the United Nations Conference on Sustainable Development and worked to harmonize the Arab position, as a result of which Arab countries adopted an Arab Ministerial Declaration on Sustainable Development. ESCWA initiated regional consultations, resulting in the Dubai Document for the Arab Regional Implementation of Rio+20, and held an Arab consultative meeting at the expert level to brainstorm on sustainable development goals and the post-2015 development agenda. ESCWA put forward a plan for the updating of the Sustainable Development Initiative in the Arab Region and its

development into an Arab strategic framework on sustainable development, along with an implementation action plan. ESCWA investigated the issue of food security from the social, economic, technical and institutional angles in order to develop a research agenda for advancing knowledge in that area.

(b) Enhanced capacity of Governments and other public and private stakeholders to incorporate climate change responses into sectoral strategies and plans, and to stimulate financial and technical supports for the inclusion of climate change issues into plans and strategies

600. ESCWA worked actively on the issue of a clean development mechanism and other international financing mechanisms and assisted member countries committed to reducing their carbon footprint in investing in clean technology transfer and development. Arab countries adopted the Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socioeconomic Vulnerability in the Arab Region to deepen understanding of the impact of climate change on water resources and its implications for socioeconomic vulnerability in the region. ESCWA work contributed to the implementation of the Initiative through activities with its partners to support the Arab Ministerial Water Council on climate change adaptation.

(c) Strengthened capacity in member countries to develop and apply best practices and plans for improving sustainable agriculture and rural livelihood and increasing the productivity and competitiveness of small and medium-scale enterprises, in support of achieving the Millennium Development Goals

601. ESCWA initiated a regional assessment and mapping of green economy policies and initiatives in its member countries. In cooperation with local partners, the Commission established "green help desks" in five countries to promote environmentally sound technologies and green production sectors among small and medium-sized enterprises. An expert group meeting on green value chains for improved livelihoods in the Arab region, attended by 54 participants, most of whom were from Arab non-governmental and civil society organizations, discussed policies and initiatives for the development of efficient agricultural value chains and outlined a number of implementation actions. ESCWA signed an agreement with the Swedish International Development Cooperation Agency for funding the activities carried out under the Arab regional initiative to monitor the achievement of access to water and sanitation services in the Arab countries. National monitoring teams were formed in 18 Arab countries and were provided with the needed technical assistance.

Subprogramme 2
Social development

(a) Strengthened national capacity to develop a rights-based social policy that promotes social integration, including for vulnerable groups

602. The Commission's work during the biennium continued to influence the efforts of member countries in promoting social integration. This was evidenced by an increase in the number of institutions generating information on vulnerability from 6 to 23, exceeding the target of 8 set for the biennium. For example, 3 institutions, in Jordan, the Sudan and the State of Palestine, and 2 institutions in Yemen undertook

studies on the impacts of various welfare programmes, and 18 institutions in Arab countries produced information on persons with disabilities and related policies. Moreover, ESCWA studies and technical support in the area of labour markets continued to have a positive impact on its member countries, according to the results of the subprogramme's self-evaluation. To comply with the system-wide action plan, all quantitative analysis in the areas of labour markets and disability was all based on sex-disaggregated data and paid special attention to the relative situations of men and women.

(b) Enhanced capacity of member countries to address the integration of various sociodemographic groups, in particular youth, the elderly and labour migrants, in the process of development

603. ESCWA work in the area of population and development, especially the provision of policy advice on youth policies and programmes, helped to enhance the capacity of member countries to address the integration of various sociodemographic groups into the development process. This was evidenced by the increase in the number of countries formulating or taking steps towards formulating national strategies/plans of action on youth from six to eight, meeting the target set for the biennium. For example, using a gender-sensitive consultative process, Lebanon endorsed a participatory youth policy. Yemen approved directives for the development of a new national youth agenda and a proposal for forming a higher council for youth. In the area of international migration, ESCWA was able to obtain recognition from 16 countries participating in the Regional Consultative Meeting on International Migration and Development in the Arab Region of the importance of mainstreaming migration into national development strategies as part of the outcome document.

(c) Enhanced partnership between Governments and civil society organizations in designing, implementing and monitoring development policies, including social policies, and related programmes and projects

604. The support provided by ESCWA for enhanced participation on the part of civil society in policymaking processes resulted in the establishment of two new networks and one joint committee in Iraq. The number of networks and agreements fostering participatory development approaches increased from 11 to 14, meeting the target set for the biennium. The Commission's Declaration of Civil Society Organizations from the Arab Region on the Post-2015 Framework highlighted the importance of engaging civil society organizations, including organizations for women, in the post-2015 process. The Commission adopted a participatory approach in seven workshops and seminars held in Yemen and Iraq, thereby increasing the number of instances in which civil society institutions were engaged in national policy consultations and dialogues on development initiatives from 6 to 13, exceeding the target set for 2012-2013.

Subprogramme 3
Economic development and integration

(a) Enhanced capacity of member countries to formulate and implement policies and measures recommended in the Monterrey Consensus and the Doha Declaration on Financing for Development, taking into consideration the consequences of the global economic and financial crisis

605. During the biennium, ESCWA continued to follow up on issues related to the Monterrey Consensus and the Doha Conference on Financing for Development. The Commission focused on assisting its member countries in mobilizing both domestic and international resources for development and increasing financial and technical cooperation for development. ESCWA organized 12 workshops on bilateral investment treaties, investment dispute settlement and State-investor dispute avoidance, and a workshop on the compilation of foreign direct investment statistics, which helped to upgrade the skills of more than 400 government officials across 12 countries in the region. ESCWA also produced important research concerning access to finance for small and medium-sized enterprises, aid effectiveness and the measurement of the financing gap in the region. The subprogramme initiated an important partnership with ECE in order to assist ESCWA member countries in creating and implementing sustainable public-private partnership projects and practices.

(b) Enhanced capacity of member countries to continue the implementation of the international transport agreements concluded within ESCWA for the enhancement of regional integration, as well as the other various components of the Integrated Transport System in the Arab Mashreq, including institutional frameworks, transport and trade facilitation, and road traffic safety

606. ESCWA continued to enhance the implementation of the various components of the Integrated Transport System in the Arab Mashreq. The second meeting of the working group on the harmonization of institutional frameworks and legislation in the transport sector in the ESCWA region was organized during the thirteenth session of its Committee on Transport, held in Beirut in April 2012, at which, among other issues, financing the implementation of the System was discussed. At its fourteenth session, held in Amman in October 2013, the Committee requested the ESCWA secretariat to call on member countries that had not yet acceded to agreements or memorandums of understanding in the field of transport to accelerate the accession process.

(c) Enhanced capacity of member countries to negotiate and implement subregional, regional and multilateral trade agreements designed to increase international trade

607. With the aim of fostering regional integration in the Arab world, all possible efforts were made to support member countries in enhancing their capacities to negotiate and implement subregional, regional and multilateral trade agreements and increase knowledge among the relevant stakeholders in the region. To that end, ESCWA organized an expert group meeting on preferential trade agreements and regional integration in the Arab world, held in Tunis on 5 and 6 December 2012. The participants addressed Arab regional integration initiatives, European Union-Mediterranean partnership agreements, accession to WTO and the current Doha

Round of multilateral negotiations, non-tariff barriers and their impact on trade, macroeconomic policy convergence and regional integration. The activity allowed ESCWA to provide member States with a set of strategic policies to support the capacity of member countries to formulate trade policy and negotiation plans.

(d) Enhanced capacity of member countries in the region in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation

608. ESCWA worked to enhance the capacity of member countries to formulate macroeconomic policies that can contribute to reductions in poverty and unemployment. The *Survey of Economic and Social Developments in the ESCWA Region 2011-2012* provided an overview of the current socioeconomic conditions in the region and evaluated the impact of recently implemented macroeconomic policies in terms of growth, employment creation and poverty alleviation. Another milestone was the Commission's first Arab Economics Forum, held in Beirut on 23 and 24 November 2012, which provided an avenue for researchers, prominent figures and policymakers in the region to develop new innovative macroeconomic policies for inclusive growth in the region. Finally, policymakers benefited from ESCWA research and recommendations on how to ensure that fiscal policy contributes to employment creation and poverty alleviation. In particular, the Commission provided pro-poor tax policy options that supported the drafting of a new poverty reduction strategy in Jordan.

(e) Strengthened capacity of policymakers in member countries and other stakeholders to design and implement policies and instruments to achieve diversified economies and create effective national and regional value chains

609. The ESCWA flagship publications *Survey of Economic and Social Developments in the ESCWA Region 2011-2012* and *2012-2013* received continuous attention from media across the region. Another milestone was the ESCWA Arab Economics Forum, held in Beirut on 23 and 24 November 2012, which provided an avenue for researchers, prominent figures and policymakers in the region to develop new innovative macroeconomic policies for inclusive growth in the region. The number of requests made in the author section of the survey for advisory services increased. Policy advice was given to Lebanon on public sector reform and to Egypt on economic reform assessment, which contributed to those countries' macroeconomic policy formulation. Saudi Arabia took up the ESCWA recommendation on strategic national planning and tasked the Commission with providing it with technical cooperation in formulating its next five-year national development plan.

Subprogramme 4
Information and communication technology for regional integration

(a) Perceptible progress towards the development of knowledge-based economies in ESCWA member countries, substantiated by the formulation and implementation of pertinent policies and strategies

610. ESCWA initiatives contributed to the capacity-building of various institutions in member countries during the biennium to measure their progress towards the achievement of an equitable information society. ESCWA provided member countries with a platform that facilitated regional discussions on the challenges and

opportunities in the fields of information and communications technology, science and technology in general. The "Regional profile of the information society in Western Asia", a flagship publication of the Commission, shed light on the progress made by member countries in moving towards the creation of an information society in the region. An ESCWA-led project encouraged member countries to develop cyber legislation at the national level and, at the regional level, to look into ways to harmonize their legislation with that of neighbouring countries. The ESCWA study on the impact of selected e-services on socioeconomic development assessed the availability, maturity and status of selected e-services in the region.

(b) Enhanced capacity towards competitiveness of the information and communications technology sector in the region on the production and service delivery levels, with special focus on partnerships, research, development and innovation

611. The Conference and Public Consultations to Establish the Arab Internet Governance Forum resulted in a consensus for the establishment of an Arab Internet governance forum, with broad-based participation. ESCWA continued its efforts to promote the development of the digital Arabic content industry; published studies on the status of the industry in the region and its new business models; and launched partnerships with various stakeholders to create new start-up small and medium-sized enterprises in the field of digital Arabic content. ESCWA also published updated information about the information society through its portal, which provides stakeholders with a unique point of entry to essential information and analysis regarding the current status of the information society. Through its review of issues relating to information and communications technology and development, ESCWA provided its member countries with relevant insights into four important new topics: e-governance, cybercrime, research and development, and innovation in the knowledge-based economy.

(c) Enhanced national and regional capacity in science, technology and innovation to achieve sustainable development

612. ESCWA prepared a number of studies that assessed scientific research capacity in the Arab countries, proposed best schemes for linking scientific capacity with the local economy, analysed the technical barriers affecting the development of Arab countries and suggested future technology courses of action. During the regional technology commercialization tours (to Egypt, Jordan, Lebanon, Morocco, Tunisia and the State of Palestine (hosted in Jordan)), a total of 51 science- and technology-based small and medium-sized enterprises were matched with 29 potential investors and 11 partnerships were established. The workshop on innovation for economic development provided various actors in the field of innovation in the ESCWA region with capacity-building on innovation and commercialization and opportunities to discuss key issues related to technology transfer.

Subprogramme 5
Statistics for evidence-based policymaking

(a) Progress in improving the national institutional framework for official statistics, particularly in conflict-stricken countries and those that are less statistically developed

613. During the biennium, the results of the analysis carried out in preparation for the tenth session of the Statistical Committee of ESCWA indicated a slight increase in the implementation of the fundamental principles of official statistics. The assessment covered 14 original countries members of ESCWA. Five countries expressed their intention to undertake a comprehensive assessment of their national statistical systems with the assistance of the Commission and its collaborating partners.

(b) Enhanced capacity of national statistical offices to produce and disseminate relevant, timely, reliable and comparable social, economic and environmental statistics and indicators, including gender-disaggregated data, in compliance with global international standards and recommendations, particularly in conflict-stricken countries and those that are less statistically developed

614. Member countries demonstrated interest in capacity development, mainly in the areas of national accounts, short-term economic indicators, population, labour, agriculture, rural development and gender statistics. The 2008 System of National Accounts was integrated into all elements of the work programme of the Economic Statistics Section, whose highlights were the regional strategy for the implementation of the System and the progress presented at the tenth session of the Statistical Committee, in 2013. Technical assistance and capacity-building were provided on price statistics, economic classifications, energy and remittances. The formula of high-level meetings followed by national, regional or subregional workshops was effective in terms of encouraging policymakers in the region to support and make use of national accounts, and involving principal users and producers of statistics in member countries.

(c) Increased government capacity to produce high-quality data on key sociodemographic, economic and environmental indicators, including indicators on development (societal development and progress towards the Millennium Development Goals), gender-disaggregated data and gender-sensitive indicators, as well as to enhance the capacity of decision makers and civil society to use this data

615. The indicators included in ESCWA Statistical Information System database were reviewed with respect to their feasibility, the database was reorganized, and the new version was made operational. In addition, the Statistics Division refocused its data-collection activities on national data, followed up with individual countries and introduced qualified estimates for missing values in the area of national accounts. The number of queries increased slightly. However, this was a partial result; the target for the biennium is cumulative. The database was inaccessible for part of the year, owing to restructuring.

Subprogramme 6
Advancement of women

(a) Enhanced knowledge and capacity of national machineries for women to implement and monitor the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and be effective agents in promoting a positive role for women in the socioeconomic and political development of their societies

616. ESCWA capacity development efforts during the biennium resulted in an increase in the number of member countries that adopted a gender mainstreaming approach in their national policies and programmes. ESCWA organized capacity-building workshops and conducted advisory missions to assist member countries in carrying out measures to adhere to their commitments with respect to the implementation of the Committee on the Elimination of Discrimination against Women and other international instruments. The Commission's efforts targeted all relevant stakeholders, including parliamentarians, senior officials and decision makers. In response to a request made by the Supreme Council for Family Affairs in Qatar in April 2012, and as part of the preparation for Qatar's submission of its first report under the Convention, the Centre for Women conducted a training workshop on women's right to work in the context of national and international legislation, aimed at building national capacity with respect to procedures for reporting to the Committee on the Elimination of Discrimination against Women and the guiding principles regarding women's right to work. In addition, the Centre for Women provided training for Bahraini judges on the implementation of the Convention.

(b) Strengthened capacity of member countries to mainstream gender in national policies, plans, statistics and programmes

617. Through its advisory services, the Centre for Women assisted five member countries (Jordan, Lebanon, Saudi Arabia, the United Arab Emirates and the State of Palestine) in mainstreaming gender perspective into their development strategies and action plans. The technical assistance consisted of the holding of training workshops at the request of the ministries of planning and international cooperation of those countries, along with consultative meetings on how to build and maintain gender-responsive monitoring and evaluation systems. In this context, the Centre for Women conducted a training-of-trainers course for directors of the gender units of all Palestinian ministries on gender-related concepts and techniques. The Centre also organized a consultative expert group meeting for representatives of 12 national women's machineries on the efforts of member countries to mainstream gender perspectives into governmental institutions.

(c) Strengthen the capacity of member countries in fighting gender-based violence

618. ESCWA capacity-building efforts resulted in the adoption by an increased number of member countries of measures to combat gender-based violence. The Commission assisted member countries in formulating national strategies for women that included a component on violence against women. ESCWA focused on addressing violence against women as a major challenge in the Arab region, with a view to the empowerment of women and the achievement of gender equality. The Commission urged member countries to respond to violence against women by cooperating in shedding light on that phenomenon, adopting new legislation and amending penal

codes. ESCWA published three well-received studies on gender-based violence in all its forms, providing concrete practical recommendations for areas of intervention for policymakers and development practitioners. It also developed widely circulated policy briefs containing clear sets of recommendations for all stakeholders in the region, along with a media-covered regional appeal to fight violence against women that was signed by leading national and regional figures.

Subprogramme 7
Conflict mitigation and development

(a) Enhanced capacity of member countries to identify, formulate, adopt and implement recovery and peacebuilding policies, strategies and mechanisms geared towards the structural prevention of conflict, mitigating its impact on development, addressing its regional spillover effects and the ramifications of emerging global issues

619. During the biennium, the subprogramme engaged with member countries in the identification and adoption of good governance policies and strategies as one of the key areas for preventing future conflict and mitigating its impact on development. Among the numerous activities of the subprogramme in this area, several expert group meetings and a field project on subjects such as security sector reform, the promotion of civic values and life skills through education, the tracing and recovery of stolen assets, and good governance practices through the promotion of an institution-based State directly enabled representatives of member countries and civil society to identify, recognize the importance of and formulate policy options in this regard. According to follow-up surveys conducted regarding the one activity with respect to which an evaluation was possible, 93 per cent of participants rated its quality as either “good” or “excellent”.

(b) Enhanced capacity of member countries to apply good governance models and best practices that strengthen public institutions to pre-empt conflict, achieve reconciliation, peace and attain development goals

620. The strengthening of institutions and modernization of government practices in order to reduce conflict, achieve reconciliation and promote development among member States are among the priorities of the subprogramme. In this regard, ESCWA provided stakeholders in member countries with strategies, best practices and tools relating to, inter alia, four relevant areas: food security strategies to enable the Gulf Cooperation Council countries to contain instability and spillover from world and regional dynamics; the incorporation of sustainable development principles into national planning in Lebanon through interministerial cooperation mechanisms; support for the drafting, approval and implementation of Law 21 in Iraq, concerning decentralization and the modernization of the public sector; and study missions and other learning techniques for Iraqi public sector officials related to decentralization, public-private partnerships, fiscal federalism, budgetmaking, consultation and dispute settlement, and strategic planning.

(c) Establish intergovernmental body on emerging issues and development under crisis

621. The subprogramme held a consultative meeting with representatives of member States on the establishment of an intergovernmental body on emerging

issues and development in times of crisis, as a side event of the ESCWA Technical Committee meeting held in December 2013. The representatives of member countries approved by consensus the establishment of such an intergovernmental body. Its specific terms of reference will be discussed subsequently.

Section 23
Regular programme of technical cooperation

Highlights of programme results

The regular programme of technical cooperation continued to facilitate rapid response on the part of implementing entities of the United Nations Secretariat to urgent demands from Member States for assistance, through the provision of advisory services and tailored training activities. The services, which are provided by both global and regional entities, are aimed at transferring the knowledge residing in those entities through a range of capacity development initiatives, thus contributing to the enhancement of skills, expertise, institutional capacities and national policymaking abilities.

The programme ensures that implementing agencies can respond directly to the priorities and needs defined by Member States themselves, especially those articulated at United Nations development conferences and summits. An important focus of the programme has been placed on addressing requests by Member States for assistance in enhancing their capacities to achieve the internationally agreed development goals, including the Millennium Development Goals, in order to address poverty eradication and pursue sustained and equitable economic growth and sustainable development in all its dimensions. The programme takes into account the diversity of countries' needs and contexts. The adaptation of general approaches to specific country circumstances at the operational level is an important element of the ongoing work of the programme. When implementing country-based activities, entities work together with United Nations Resident Coordinators and United Nations country teams in supporting nationally led and owned development dialogues to achieve national development goals.

The flexible and responsive nature of the programme was invaluable in supporting countries in addressing unpredictable and unforeseen events, including financial, economic and political stresses, together with global and regional climate stresses, which resulted in increased demand for support and effective action from Governments. The programme facilitated meaningful responses by the implementing entities.

Programme activities, while of a small scale, often resulted in a multiplier effect as a result of the mobilization of extrabudgetary resources and the complementary use of United Nations Development Account resources to respond to larger-scale needs, and had an impact through South-South cooperation. The programme is therefore instrumental in linking pilot activities with better-endowed funds so as to generate larger-scale benefits. Mechanisms such as parallel programming, joint programming, harmonized initiatives and the application of a "programme approach" in which the regular programme of technical cooperation is used in conjunction with other programmatic funds ensures this multiplier effect.

Challenges and lessons learned

The demand for advisory services and training far exceeds the resources provided for under the programme. Balancing such substantial demand with a limited pool of in-house advisers presents a continuing challenge. As the programme provides funding only for initial, temporary support, identifying follow-up resources for the implementation of mission recommendations often creates a gap in providing the much-needed support that Member States expect. While the complementary use of the Development Account has allowed the entities to further the national work of the programme by implementing medium-size projects that expand on its initial activities, those funds are both limited in nature and subject to a long approval process. Consequently, there are still many requests for support that cannot be responded to in a timely manner.

The regular programme of technical cooperation has 11 implementing entities: the Department of Economic and Social Affairs, UNCTAD, UN-Habitat, the United Nations Office on Drugs and Crime, OHCHR, the Office for the Coordination of Humanitarian Affairs, ECA, ESCAP, ECE, ECLAC and ESCWA. The presentation below is structured according to implementing agency and identifies the budget section corresponding to each entity. The expected accomplishments of each are set out according to subprogramme. It should be noted that, in addition to the results set out below, section 23 has contributed to the results reported under the regular budget for these 11 implementing entities.

622. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 23)).

A. Sectoral advisory services

1. Economic and social affairs

Subprogramme 1
Social policy and development

(a) Enhanced capacity of developing countries to develop and implement policies and programmes for specific social groups

(b) Improved social integration and inclusion through improved participation of social groups and strengthened mechanisms of inclusion in developing countries

623. The 25 advisory missions carried out during the biennium resulted in advisory work that led to collaborative information-gathering for the enhancement of policies and programmes for specific social groups (families, older persons, persons with disabilities, youth), particularly by ensuring that the groups' representatives effectively participated in all activities and that their perspectives were properly reflected in policy development. Advisory services resulted in the development of a national policy on the family in Armenia and a national policy on ageing in Bosnia and Herzegovina, as well as an amendment to a national strategy on youth in the Republic of Moldova.

624. Regional and subregional workshops improved skills and knowledge in relation to international norms and standards for policy development and implementation. Fourteen training workshops, organized together with regional commissions and relevant funds and programmes, enhanced national capacity on issues relating to ageing in Asia, Eastern Europe and Central Asia, cooperatives in Africa and the family in Latin America.

Subprogramme 2
Sustainable development

(a) Enhanced capacity to promote and implement sustainable development policies and frameworks/mechanisms in support of small island developing States

(b) Enhanced capacity to promote and implement policies and frameworks/mechanisms supporting a transition to sustainable management, consumption and production in water, energy and transport

(c) Enhanced capacity to formulate, implement and monitor national sustainable development strategies, including policy options for the green economy as elaborated at the United Nations Conference on Sustainable Development in 2012

625. Technical and policy advisory support was provided during the biennium to 80 developing countries in collaboration with UNDP to enable them to prepare effectively for the United Nations Conference on Sustainable Development in 2012. Twenty-eight small island developing States were supported in their preparations for the Third International Conference on Small Island Developing States, scheduled to be held in Apia from 1 to 4 September 2014. Other activities included 42 workshops and 46 advisory services for developing countries and countries with economies in transition on capacity-building in terms of sustainable development approaches, including enhancing the contributions of various stakeholders, such as the private sector, non-governmental organizations and other major groups, to advance the

sustainable development agenda. The workshops and seminars increased understanding with respect to a number of sustainable development issues, including sustainable energy, water and sanitation, mainstreaming sustainable development into national development plans, sustainable transport and sustainable cities.

Subprogramme 3
Statistics

(a) *Enhanced capacity of government statisticians to routinely collect, compile, store, analyse and disseminate data in all fields of official statistics, including statistics related to the Millennium Development Goals, in accordance with international standards*

(b) *Enhanced capacity of national statistical and geospatial information systems to routinely collect, compile, store, analyse and disseminate data in all fields of official statistics, including statistics related to the Millennium Development Goals, in accordance with international standards*

626. During the biennium, through the provision of 82 advisory missions and the organization of 38 fellowships and 16 training workshops, the subprogramme further strengthened the regular and sustained production of social, economic and environmental statistics in developing countries. Countries were able to utilize state-of-the-art data capture and processing technologies, to enhance the quality of and accessibility to policy-relevant statistical information, and to increase the use of mapping and geographical information systems in all areas of statistics. The enhanced knowledge and capacity of government statisticians also led to the improved implementation of international statistical standards, the harmonization of practices for data collection, compilation and dissemination across countries, and the comparability of produced statistics.

Subprogramme 4
Public administration and development management

(a) *Strengthened public sector institutional and human resource capacities in developing countries, including leadership for effective, efficient and responsive delivery of services, professional competence, ethical conduct, and commitment to serving the public*

(b) *Strengthened capacity of developing countries for adaptive use of information and communications technology to improve performance of public institutions through e-government*

(c) *Strengthened capacity for engagement of citizens in governance, public administration and development management in developing countries for responsive, transparent and accountable delivery of services*

627. During the biennium, advisory missions and technical assistance strengthened government capacities for designing and implementing public administration policies, developing strategies and identifying effective solutions. In total, 59 advisory missions to 23 countries were delivered, in Africa, Asia, the Americas and the Arab region. The advisory work was complemented by the holding of 11 training workshops and the development of training tools for capacity development with regard to public institutional and human resources, citizen engagement, e-government and open government data. In addition, national capacity was strengthened through

the implementation of governance frameworks and platforms, including the Africa Public Sector Human Resource Managers' Network and a regional centre of excellence on e-government for Central America. Furthermore, on the basis of the analytical and advisory services provided, member States were able to make policy decisions related to their national plans.

Subprogramme 5
Sustainable forest management

(a) Increased knowledge on gaps, obstacles and opportunities for forest financing in low-forest-cover countries and least developed countries

(b) Increased awareness among low-forest-cover countries and least developed countries of the issue of forest financing and its importance in promoting rural livelihoods, reducing poverty and increasing food security and implementing sustainable forest management, and the need for a cross-sectoral approach to address the issue

628. A total of five workshops were held during the biennium, addressing gaps, obstacles and opportunities in forest financing in low-forest-cover countries and least developed countries and bringing together 183 participants from 43 countries. A group of those participants gathered subsequently at a second meeting to discuss a common forest financing strategy. As a result, cross-sectoral knowledge about forest financing in those countries increased substantially, with greater understanding and awareness of the importance of sustainable forest management in promoting rural livelihoods, reducing poverty and increasing food security. A number of challenges remain, including maintaining high levels of awareness within the networks of forest financing stakeholders. Upcoming activities such as short documentaries and a media literacy workshop for the exchange of views will help to overcome those challenges.

Subprogramme 6
Development policy and analysis

(a) Enhanced capacity of national finance and central bank authorities, as well as line ministries, to design and implement countercyclical macroeconomic policies, consistent with the objectives of sustainable human development

(b) Enhanced national capacity to identify the transmission channels of external shocks and determine the economic and social vulnerability of and impact on different sectors and population groups

629. Development-oriented macroeconomic policy advice and capacity development support for fiscal, planning and monetary authorities were provided to several developing countries during the biennium. Country-specific support was provided to government authorities in Bangladesh, Bhutan, Indonesia, South Africa and Uzbekistan. As a result of those interventions, the Government of Bhutan established a "fiscal stabilization fund" to better manage external capital flows and promote long-term economic development. In cooperation with ESCAP, capacity-building and advice were provided to least developed countries in Asia and the Pacific for support in preparing for graduation from the least developed country category, the identification of policy strategies for accelerated graduation and the regional exchange of experiences. A total of five national, regional and interregional capacity

development workshops were organized, which trained officials from 19 developing countries, including 10 least developed countries.

Subprogramme 7
Financing for development

(a) Strengthened capacity of developing countries to negotiate, administer and interpret tax treaties, with a view to encouraging investment while combating tax abuse

(b) Strengthened capacity of developing countries to identify and effectively address the use of transfer pricing by multinational companies attempting to avoid tax obligations

630. During the biennium, the subprogramme developed, through a novel demand-driven approach, practical tools that assisted developing countries in effectively negotiating and applying double tax treaties, drawing upon the United Nations Model Double Taxation Convention between Developed and Developing Countries, with a view to generating tax revenue for sustainable development. Those tools included the United Nations course on double tax treaties and the United Nations Handbook on Selected Issues in Administration of Double Tax Treaties for Developing Countries. In a collaborative effort, world-renowned experts, members of the Committee of Experts on International Cooperation in Tax Matters, and other relevant international organizations actively engaged with the tax authorities of 35 developing countries to ensure that the materials addressed their needs. A course on transfer pricing was developed to strengthen the capacity of the ministries of finance and the national tax authorities of six developing countries to develop more effective and efficient tax systems that support the desired levels of private investment, and to combat tax evasion. Feedback from the countries supported indicated that the programmes had strengthened their capacity.

2. Trade and development

Subprogramme 1
Globalization, interdependence and development

(a) Enhanced capacity of government officials to formulate and implement policies in the areas of macroeconomics, trade, investment, technology and other related areas

(b) Better understanding and awareness by Governments and regional organizations of policy options to promote economic growth, their implications and related practical solutions

631. During the biennium, the subprogramme supported financial and monetary regional cooperation in Latin America and West Africa and organized a workshop with policymakers in Dakar on regional integration. Customized policy briefs, background notes and other policy-related advisory outputs were delivered, offering policymakers a range of options on such topics as regional economic integration and the post-2015 development agenda. Contributions by the subprogramme to the courses on key issues on the international economic agenda enhanced participants' knowledge about fiscal and monetary policies, global capital challenges and appropriate industrial policies.

Subprogramme 2
Investment and enterprise

(a) Enhanced capacity of government officials to formulate and implement policies in the areas of macroeconomics, trade, investment, technology and other related areas

(b) Better understanding and awareness by Governments and regional organizations of policy options to promote economic growth, their implications and related practical solutions

632. Advisory services provided during the biennium were aimed at promoting standards for responsible investment in value chains and supporting indicators for measuring and maximizing added economic value and job creation resulting from investment. Advisory services contributed to the development and implementation of the testing of indicators in five pilot countries. A report taking stock of existing standards and challenges for investment in value chains was also produced. UNCTAD built upon that work, developing a flexible policy framework that countries can customize and put to use. Pilot case studies carried out in Bangladesh, Cambodia, the Dominican Republic, Lao People's Democratic Republic, Mongolia and Mozambique on selected value chains in each country confirmed that Governments can use and apply the framework with a view to attracting more jobs and optimizing targeted value chains/value chain segments. The subprogramme's contributions to the courses on key issues on the international economic agenda helped participants to better understand the development implications of inflowing foreign direct investment and the changing nature of international investors.

Subprogramme 3
International trade

(a) Enhanced capacity of government officials to formulate and implement policies in the areas of macroeconomics, trade, investment, technology and other related areas

(b) Better understanding and awareness by Governments and regional organizations of policy options to promote economic growth, their implications and related practical solutions

633. Advisory services were provided through substantive contributions to expert meetings on the international trading system and development, trade in services and trade in relation to the post-2015 development agenda. The services were used by policymakers in the context of various intergovernmental processes, including the WTO Ministerial Conference held in Bali in December 2013. Tailored advisory services on trade were provided on demand to groups of countries, mainly the Group of Latin American and Caribbean States and the African, Caribbean and Pacific Group of States. A group of African countries also received advisory services, requested in relation to policy options for cotton production, including with respect to productivity, value addition and investment. In addition, contributions regarding trade issues to the courses on key issues on the international economic agenda were delivered by the subprogramme.

Subprogramme 4
Technology and logistics

(a) Enhanced capacity of government officials to formulate and implement policies in the areas of macroeconomics, trade, investment, technology and other related areas

(b) Better understanding and awareness by Governments and regional organizations of policy options to promote economic growth, their implications and related practical solutions

634. The main impact of the subprogramme during the biennium was achieved through the delivery of six regional (three-week) courses on key issues on the international economic agenda and a number of short courses for Geneva-based diplomats. The courses helped to enhance the knowledge and expertise of government officials, who reported that they had gained a broader vision and understanding of the complexities of international economic issues, which had helped them to design appropriate development policies and implement them in an integrated and coherent manner in their countries. As the number of applications for courses is usually larger than can be accommodated, UNCTAD partnered with the countries hosting the regional courses in order to minimize costs. Advisory services were provided under the subprogramme in the form of technical assistance on transport issues, benefiting Nigeria, other countries in West Africa and countries in Central Africa.

Subprogramme 5
Africa, least developed countries, and special programmes

(a) Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework

(b) Better understanding and awareness by Governments and regional organizations of policy options to promote economic growth, their implications and related practical solutions.

635. Advisory services provided during the biennium included assistance to Cabo Verde for its diagnostics trade integration study, particularly on tourism as a priority sector. A report containing recommendations on investment policies for tourism and the integration of that sector into national development plans was produced. Support was provided for the implementation of projects under the Enhanced Integrated Framework.

636. Advisory services were also provided for the consultations on the post-2015 development agenda with national stakeholders from various African countries. Building on the least developed countries report of UNCTAD, advisory services were provided to Ethiopia with respect to the harnessing of diaspora knowledge to enhance productive capacities, and to various African countries on issues related to the development of organic agriculture. Contributions by the subprogramme to the courses on key issues on the international economic agenda were also delivered.

3. Human Settlements

Subprogramme
Regional and technical cooperation

(a) Improved sustainable urbanization policies from local to regional levels

(b) Improved urban planning, management and governance at the national and local levels

(c) Improved access to land and housing

(d) Expanded access to environmentally sound basic infrastructure services with special focus on the unserved and underserved population

637. During the biennium, the subprogramme contributed to the national and regional consolidation of urban policy development efforts in Africa, the Arab States, the Commonwealth of Independent States and Latin America and the Caribbean. It also worked closely with ministries, local governments and urban partners in Brazil, Colombia, Haiti, Lebanon, Libya, Madagascar and Kosovo for the purpose of building or improving legislative frameworks and institutional capacities to develop sustainable urban development plans and improve urban governance and management frameworks, with a focus on metropolitan regions. The subprogramme organized three training workshops, on urban planning, land and housing and basic services, for 36 urban development professionals from Benin, Côte d'Ivoire, Mali and Senegal; supported policy and project development to address housing, spatial and service improvements in informal housing development in Djibouti, Egypt and Morocco; and contributed to policy review, reform processes and project development to improve access to environmentally sound basic infrastructure and services for all in Burkina Faso, China, Haiti, the Lao People's Democratic Republic, Madagascar and Senegal.

4. International drug control, crime and terrorism prevention and criminal justice

Subprogramme
Prevention, treatment and reintegration, and alternative development

(a) Enhancement of national capacity for implementing the conventions on drug control, transnational organized crime, corruption and terrorism and of the United Nations standards and norms in crime prevention and criminal justice

(b) Enhancement of the knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption and terrorism and of the United Nations standards and norms in crime prevention and criminal justice

638. Advisory services provided by the subprogramme during the biennium resulted in comprehensive strategies for addressing drug control and crime issues in West Africa, the Sahel region, South-Eastern Europe and South Asia. Member States' capacity in the field of international cooperation in criminal matters was strengthened through the setting-up of international cooperation networks of practitioners in the countries of ECOWAS and the Gulf Cooperation Council. Criminal justice reforms were supported through the formulation of technical assistance projects and their implementation in Benin, Burkina Faso and Tunisia. The capacity of authorities in Albania and Libya to reform drug legislation and

organized crime legislation was strengthened. In Libya and Uzbekistan, the programme raised the awareness of criminal law practitioners regarding international standards related to criminal proceedings, especially fair trial, detention and the prevention of torture. Law enforcement officials in Liberia and Sierra Leone were trained in order to strengthen their capacity to address the problem of organized crime.

5. Human rights

Subprogramme
Advisory services, technical cooperation and field activities

(a) Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work

(b) Enhanced cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in dealing with human rights issues that require a regional approach and initiative

639. During the biennium, OHCHR continued to ensure the implementation of international human rights standards on the ground through its field presence and its cooperation with regional mechanisms. The Office also contributed to the continued effectiveness and relevance of technical cooperation programmes by ensuring that good practices and lessons learned were identified, shared and updated. Regional consultations held in Africa, the Americas, the Asia-Pacific region, Europe and Central Asia resulted in enhanced cooperation between regional mechanisms and international human rights mechanisms. OHCHR technical cooperation activities facilitated interaction among State institutions, national human rights institutions and civil society and fostered a constructive relationship among them. The Office organized four linguistic components of the indigenous fellowship programme that provided indigenous individuals with the opportunity to gain knowledge and skills in the field of international human rights, in accordance with General Assembly resolution 50/157.

6. Humanitarian assistance

Subprogramme 1
Coordination of humanitarian action and emergency response

Effective contingency planning at the international and national levels

640. Programme resources were used during the biennium to support the participation of Cameroon and the Comoros in a regional emergency response planning and simulation workshop for national authorities held in Dakar in November 2012. By the end of the workshop, participants were able to facilitate emergency planning processes, including contingency planning development, and simulation exercises in their own countries. Resources were also used to support the donor round table of the Economic Community of Central African States (ECCAS) held in Yaoundé in January 2013. The main objective of the meeting was to mobilize resources for the implementation of the regional disaster preparedness and response plan of ECCAS, as well as to agree on activities to implement the plan.

Subprogramme 2
Emergency support services

Enhanced response capacity and preparedness of national and international emergency/disaster management mechanisms and partnerships in order to respond efficiently to disasters and emergencies

641. During the biennium, the Office for the Coordination of Humanitarian Affairs supported the ASEAN Regional Workshop on Environmental Emergencies, hosted by the Singapore Civil Defence Force. The workshop resulted in the development of a two-year workplan aimed at strengthening national and regional capacities in environmental emergency response and highlighted a core role for the Environmental Emergencies Centre of the Office and UNEP in providing capacity development support for workplan implementation. In May 2012, the World Customs Organization, the Office and the International Federation of Red Cross and Red Crescent Societies held a joint seminar on the role of customs in natural disaster relief in the Asia-Pacific region. Programme resources were also used to support the participation of Cameroon, Côte d'Ivoire and Jordan in the thirteenth National Conference on Science, Policy and the Environment of the National Council on Science and the Environment, entitled "Disasters and Environment: Science, Preparedness and Resilience", held in Washington, D.C., in January 2013.

B. Regional and subregional advisory services

1. Economic and social development in Africa

Subprogramme 1
Macroeconomic analysis, finance and economic development

(a) Improved design, implementation and monitoring of sound macroeconomic and sectoral policies consistent with the priorities of NEPAD and the Millennium Development Goals, by member States

(b) Enhanced regional and national capacity to design, implement and monitor economic and social policies and programmes for achieving the Millennium Development Goals, with particular emphasis on the least developed countries

(c) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of the implementation of the African Union's NEPAD programmes at the regional level

(d) Enhanced cooperation among United Nations agencies/organizations and the regional economic communities in support of the implementation of the African Union's NEPAD programmes at the subregional level

642. ECA provided advisory services to policymakers in Cabo Verde, Djibouti, Guinea and Lesotho during the biennium to enhance capacity to implement policies that coherently and effectively transform the national economic environment and to prepare national strategic development plans, grounded in the promotion of youth employment, industrialization, private sector development and participation in regional integration. ECA, through the African Institute for Economic Development and Planning, trained 18 officials from economic and planning ministries on development planning. The Institute is offering other training programmes for between 25 and 30 government officials to create a pool of qualified African

policymakers to achieve sound economic policies. The Commission's office in North Africa supported the Arab Maghreb Union in designing a resource mobilization strategy to finance regional integration. The Union was also supported in revising the Social Security Convention, signed in 1991. Both efforts were aimed at the region's economic and social empowerment as well as its integration.

Subprogramme 2
Food security and sustainable development

(a) Enhanced capacity and engagement at the national, subregional and regional levels to develop and implement appropriate policies, strategies and programmes for achieving food security and sustainable development

(b) Improved capacity of member States to mainstream climate change into development policies, strategies and programmes

643. During the biennium, ECA provided advisory services to Guinea and Lesotho on the development of strategies for improving the effective development and management of their natural and mineral resources, providing both countries with resources needed for their broad-based development. The Commission assisted Lesotho in developing a national mining policy in line with the Africa Mining Vision. ECA also assisted senior officials in designing a strategic framework for the addition of value to Lesotho's diamond extracts. To promote food security, ECA assisted Lesotho in developing an agricultural policy, with a focus on commercial agriculture. The policy provided Lesotho with strategies embarking on agrobusiness, with emphasis placed on value addition and job creation. Such interventions helped to improve the capacities of Guinea and Lesotho to formulate and implement sound policies in the areas of mining and agriculture.

Subprogramme 3
Governance and public administration

(a) Enhanced capacities of African countries to comply with good governance practices, in support of the African Union and its NEPAD and Africa Peer Review Mechanism programmes

(b) Improved capacity of African public institutions to meet obligations of transparency, accountability, efficiency and reliability

644. During the biennium, ECA undertook a study on the root causes and effects of conflict in the Democratic Republic of the Congo in order to propose strategies for good governance and socioeconomic and political consolidation that support the African Union's effort to bring about enduring solutions to the conflict. ECA supported the Government of Ethiopia in hosting the twenty-sixth session of the African, Caribbean and Pacific States-European Union Joint Parliamentary Assembly. The Assembly provided a unique opportunity for South-South cooperation and the building of knowledge networks and played a critical role aimed at increasing the effectiveness of inter-parliamentarian cooperation on improving democracy in Africa. ECA developed a multidisciplinary research project for Ethiopia, offering fresh understanding and appraisal of public participation in the building of effective democratic States in the Horn of Africa. The research provided cross-learning and added value with respect to interdependent

development and a regional peace agenda. ECA co-convened an expert group meeting to launch the project and provided policy briefs to senior officials.

Subprogramme 4
Information and science and technology for development

(a) *Improved capacity of African countries to formulate, implement and evaluate inclusive and gender-sensitive national and sectoral information, communication, geoinformation and science, technology and innovation policies and strategies*

(b) *Enhanced capacity of member States to nurture and harness information and communication technologies, geoinformation, science, technology and innovation for development applications at the national, subregional and regional levels*

645. During the biennium, ECA supported Ethiopia, Ghana, Rwanda and Zimbabwe in developing and implementing policies/plans on national/sectoral information, communication, science, technology and innovation and spatial data infrastructure. ECA assisted East African Community countries in developing an African innovation strategy and action plan on gender mainstreaming in science, technology and innovation and issued a report on the subject.

646. ECA supported the launching of the African Inter-Parliamentary Forum on Science, Technology and Innovation to enhance the role of legislators in that area. Botswana, Swaziland and Zambia adopted information and communications technology master plans for a paperless parliament and for the strengthening of the parliamentary role in information and communications technology policies.

647. Collaborative research activities resulted in a core list of information and communications technology socioeconomic impact indicators; a mobile rural "Health for demographic data reporting and communication" system (Ethiopia); and additional "Electronic rural schools in African languages" prototypes (Cameroon). ECA assisted Southern African Development Community countries in developing a regional e-commerce strategy, and the East and West African Networks of Science Journalists were launched to strengthen analytical coverage of science and development.

Subprogramme 5
Trade, economic cooperation and regional integration

(a) *Increased harmonization and implementation of policies and programmes in the areas of trade and market integration, physical integration, and free movement of people and goods between and across the regional economic communities*

(b) *Enhanced capacity for harmonization and convergence of policies and programmes in the areas of monetary and financial integration across the regional economic communities*

(c) *Enhanced capacity of member States to mainstream and integrate trade policies in national and regional development strategies for effective participation in bilateral, regional and multilateral trade and trade negotiations*

648. ECA held a high-level retreat during the biennium in preparation for the ninth WTO Ministerial Conference, held in Bali, which was essential to the forging of a

common African position for negotiations. The outcome of the retreat fed into preparations for the eighth ordinary session of the Conference of African Union Ministers of Trade and formed the basis for further assistance to African negotiators. ECA contributed to the development of African Union Agenda 2063 in commemoration of the fiftieth anniversary of the Organization of African Unity/African Union. The Commission successfully produced communication and promotional products, which increased awareness about regional integration. ECA also supported regional economic communities in a capacity development mapping and scoping exercise to inform the roll-out of the African Union Multi-Agency Capacity Development Support Programme and to forge functional linkages and coordination among regional economic communities. The Commission reviewed the operations of the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders. The findings will be submitted to member States with a view to the restructuring of the Institute.

Subprogramme 6
Gender and women in development

(a) Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies

(b) Enhanced capacity of member States and intergovernmental bodies to mainstream gender and human rights concerns into policies and programmes developed

649. During the biennium, ECA prepared a comprehensive report on diversity management as part of the efforts to mainstream gender into the African Peer Review Mechanism process. The report analysed the extent to which gender issues were reflected in country self-assessment reports as well as in the national action plans of countries that had undergone the Mechanism review. The recommendations contained in the report will allow States members of the Mechanism to increase and deepen the mainstreaming of gender into the Mechanism process, particularly in national action plans, in a bid to promote gender equality and women's rights in national development.

Subprogramme 7
Subregional activities for development (West Africa)

(a) Enhanced capacity of member States, ECOWAS, the West African Economic and Monetary Union, the Mano River Union and other intergovernmental and civil society organizations to formulate and implement macroeconomic and sectoral policies and programmes, including gender mainstreaming

(b) Improved networking among key stakeholders involved in the development agenda, including member States, intergovernmental organizations, regional economic communities, civil society organizations, United Nations country teams and other subregional entities

650. ECA, through its office in West Africa, launched the ECOBASE platform in order to enhance the capacity of the national statistical systems of ECOWAS member States to compile statistics on economic and social indicators as well as to monitor the regional integration process. The support provided also included the training of senior government officials from statistical offices on the utilization and

maintenance of the platform, which in turn increased the capacities of member States to formulate evidence-based policies. The West African Monetary Institute improved its capacity to design and implement better policies to support the implementation of a customs union in the ECOWAS region owing to the capacity support provided by ECA to the ECOWAS Commission as well as its ongoing support for national and subregional development initiatives in the region.

Subprogramme 7
Subregional activities for development (Central Africa)

(a) *Enhanced capacity of member States and the respective regional economic communities, namely, the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community, and other intergovernmental organizations, to formulate and implement harmonized macroeconomic and sectoral policies and to address key emerging subregional integration priorities in Central Africa*

(b) *Strengthened capacity of the regional economic communities and member States to formulate policies related to post-conflict recovery*

651. During the biennium, the ECA office in Central Africa supported a study on the facilitation of enterprise creation in the subregion. The study proposed the simplification and harmonization of enterprise creation norms/guidelines along with a support mechanism for small and medium-sized enterprises with a view to simplifying doing business in Central Africa.

652. The Central African Economic and Monetary Community was supported in the building of a more reliable and comprehensive database for intracommunity trade through a comprehensive study on informal transborder trade in the zone. The study proposed ways to improve the recording of traded goods and the collection of related tax.

653. In the framework of the regional multi-year cooperation programme, the Commission's Central Africa office participated in and contributed to an expert meeting on the assessment of corridor No. 13 (Pointe Noire-Brazzaville-Bangui-N'djamena) that culminated in the adoption of a road map for implementation. The corridor will provide the Central African Republic and Chad (landlocked countries) with alternative access to the sea.

Subprogramme 7
Subregional activities for development (East Africa)

(a) Enhanced capacity of the member States, the regional economic communities and the intergovernmental organizations in the formulation and implementation of macroeconomic and sectoral policies and programmes, and to domesticate and mainstream regional integration processes, instruments and decisions into national policy, legal and regulatory frameworks

(b) Increased capacity of the regional economic communities and other intergovernmental organizations, namely the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes States, the Indian Ocean Commission and the International Conference of the Great Lakes Region, through improved partnerships to deepen regional integration in East Africa

654. The Subregional Office for Eastern Africa provided advisory services during the biennium to evaluate the five-year strategic plan of the Northern Corridor Transit Transport Coordination Authority for 2007-2011 and prepared a successor plan for 2012-2016. The new plan increased the efficiency of the authority with regard to trade facilitation in the subregion. The Office also supported South Sudan in the preparation of a medium-term development plan, entitled "South Sudan Development Initiative", to address gaps and complement the Government's three-year transitional development plan. Development partners based their development agenda on the Initiative for the period 2011-2013. The Office also supported the new Republic in the preparation of its first macroeconomic outlook report.

655. The Subregional Office for Eastern Africa assisted the Intergovernmental Authority on Development in developing a regional sustainable tourism master plan and provided support to the pilot countries Ethiopia, Kenya and Rwanda in developing national tourism strategies and products. The sustainable tourism master plan helped to deepen regional integration through the promotion of regional tourism.

Subprogramme 8
Statistics

(a) Enhanced capacity of member States to produce and use economic, demographic, social and environmental statistics, including gender disaggregated and gender-responsive statistics in support of regional integration and the Millennium Development Goals

(b) Enhanced national capacities to produce harmonized and comparable statistical data in support of regional integration, macroeconomic convergence programmes, common currency and better economic management in the regional economic communities

656. During the biennium, ECA provided advisory services to member States with respect to the implementation and evaluation of national strategies for the development of statistics. The focus was on countries, such as the Comoros, Djibouti and South Sudan that face difficulties in establishing independent statistical offices and designing statistics acts that comply with best practices, international standards and national circumstances. The statistics acts and decrees establishing the national statistical council and statistical office of Comoros were endorsed by parliament and

ratified by the President. ECA also provided technical assistance to South Sudan in establishing a statistical agency.

657. ECA coordinated the joint evaluation and design of national strategies for the development of second-generation statistics for Benin, Ethiopia, Madagascar, Mauritania, the Niger, Senegal and Sierra Leone. ECA also organized national training workshops on key statistics, including classification, trade statistics and national accounts, to ensure that independent statistical offices are better equipped to compile quality data.

Subprogramme 9
Social development

(a) *Enhanced capacity of member States to integrate gender and social dimensions in development processes and policies*

(b) *Strengthened capacity of member States and intergovernmental bodies to analyse, develop policies and support interventions to achieve social integration*

658. ECA provided technical assistance during the biennium to the Government of Senegal in the development and implementation of a national action plan on youth employment. The project was focused on the potential for job creation in the informal sector as well as in the rural and green economies. ECA supported the process by facilitating multi-stakeholder consultations and more than 20 focus group meetings to collect relevant data at the national and subnational levels. The support provided enhanced the capacity of the technical committee on youth employment, enabling it to design and implement youth-friendly policies and identify sectors with potential for job creation. It also resulted in a national action plan on youth employment, including plans regarding the informal and rural sectors. The project included plans for replication in other member States.

2. Economic and social development in Asia and the Pacific

Subprogramme 1
Macroeconomic policy and inclusive development

(a) *Enhanced understanding among policymakers and other target groups of macroeconomic challenges and policy options that promote economic growth, reduce poverty and narrow the development gaps*

(b) *Enhanced regional voice in global development forums and deepened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable growth and development*

(c) *Improved capacity of member States, particularly countries with special needs, to design and implement macroeconomic and development policies for achieving the Millennium Development Goals*

(d) *Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security*

659. During the biennium, the subprogramme focused on improving understanding with respect to forward-looking macroeconomic policies and promoting sustainable agriculture through closer engagement with national authorities, and paid special attention to the least developed countries, landlocked developing countries and

small island developing States, in line with ESCAP resolutions highlighting their special needs.

660. ESCAP provided policy advice on forward-looking macroeconomic policies to senior government officials, central bankers and heads of economic research institutions in 30 countries in Asia and the Pacific. Capacity-building workshops for the design and implementation of development policies, for senior officials from the ministries of finance, planning and social protection, were aimed at the attainment of internationally agreed development goals. Policy advice provided through the Centre for Alleviation of Poverty through Sustainable Agriculture strengthened the capacities of government officials to formulate and implement policies on food security.

Subprogramme 2
Trade and Investment

(a) Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment and enterprise development

(b) Strengthened regional cooperation and integration mechanisms in trade and investment

(c) Increased capacity of ESCAP member States to formulate and implement policies and strategies for sustainable economic development and rural poverty reduction through agrotechnology transfer and agro-based enterprise development

(d) Strengthened capacity to promote national innovative systems and create an enabling environment for technology transfer to address regional and global development challenges

661. Capacities to develop, negotiate and implement evidence-based trade policies were strengthened in 27 countries during the biennium through the WTO/ESCAP technical assistance programme. Customs and trade officials and other public and private stakeholders from 26 countries also developed their capacity in facilitating trade, including through improved business process analysis and implementation of paperless trade, and gained a deeper understanding of how to manage trade obstacles and reduce trade costs. A number of least developed and landlocked developing countries also strengthened their capacities to formulate policies for the development of small and medium-sized enterprises and to attract and facilitate foreign direct investment. Members of the Centre for Sustainable Agricultural Mechanization launched the Asian and Pacific Network for Testing of Agricultural Machinery as a step towards the harmonization of testing standards and codes, while members of the Asian and Pacific Centre for Transfer of Technology developed the Asia-Pacific Nanotechnology Research and Development Management Network to strengthen the capacity of research managers.

Subprogramme 3
Transport

(a) Enhanced knowledge and increased capacity of member States to develop and implement effective and sustainable transport policies and programmes, including those targeting the Millennium Development Goals and road safety

(b) Improved capability of member States and international financial institutions to use the Asian Highway, Trans-Asian Railway and other ESCAP-promoted initiatives for planning international intermodal transport linkages

(c) Increased capacity among ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics

662. In the area of transport, ESCAP continued to provide technical assistance during the biennium to support the formulation of an intergovernmental agreement among the Shanghai Cooperation Organization member States on the facilitation of international road transport, which is likely to be concluded and signed in 2014. In addition, capacity-building activities were organized in the areas of dry port development and inter-island shipping, culminating in the adoption of the Intergovernmental Agreement on Dry Ports (in May 2013) and the Suva Declaration on Improving Maritime Transport and Related Services in the Pacific (in July 2013). Training activities were also organized on the application of transport facilitation tools and models to overcome non-physical barriers to inland transport, as well as on the development of accredited training systems for freight forwarders, multimodal transport operators and logistics service providers, which will help raise the professional standards of those industries in the target countries.

Subprogramme 4
Environment and Development

(a) Enhanced understanding and capacity of local and national governments and other stakeholders to develop and implement strategies for integrating environmental sustainability in economic and social development, including the green growth approach and other effective policy initiatives, effective planning and management of natural resources development and gender mainstreaming for poverty reduction and inclusive and sustainable development in urban and rural areas

(b) Strengthened regional cooperation on the development and implementation of strategies for integrating environmental sustainability in economic and social development, including the application of the green growth approach and other effective policy initiatives, enhancing access to modern energy services for all and energy security, improving water resources management and promoting sustainable urban development

(c) Strengthened consensus among ESCAP member States on regional perspectives in strategies for integrating environmental sustainability in economic and social development, including the application of the green growth approach, resource efficiency, efficient management of energy and water resources, eco-city development and other effective policy initiatives

663. During the biennium, technical assistance for the application of the Low-Carbon Green Growth Road Map developed by ESCAP strengthened the

capacities of member States to formulate national strategies for the harmonization of economic growth with environmental sustainability through fundamental changes in the way societies produce and consume. E-learning modules on green growth, developed in partnership with the Korea International Cooperation Agency, the Government of the United Kingdom, ESCWA and the Asian Institute of Technology, were also expanded. The implementation of pilot projects and the provision of training and advisory services improved understanding and the application of eco-efficient and socially inclusive urban infrastructure development as well as solid waste management. The capacities of policymakers at the national level, as well as regional consensus-building, were strengthened through regional consultations on water resource management, energy security, connectivity and sustainable energy for all.

Subprogramme 5
Information and communications technology and disaster risk reduction

(a) *Improved capacity of policymakers to develop policies and strategies for applications of information and communications technology and for effective disaster risk reduction, including relevant gender dimensions, for inclusive and sustainable socioeconomic development*

(b) *Increased sharing among policymakers of knowledge on effective strategies and policy options for information and communications technology connectivity and disaster risk reduction, including those related to climate change adaptation*

(c) *Strengthened regional cooperation mechanisms in information and communications technology and disaster risk reduction*

(d) *Improved institutional capacity of ESCAP member States to use information and communications technology for socioeconomic development*

664. During the biennium, in order to mainstream disaster risk reduction policies, ESCAP provided training to 20 countries and advisory services, including on standard-setting and policy formulation, to 13 countries. A damage, loss and needs assessment was conducted in Thailand, while multisectoral policy dialogues on building resilience to natural disasters and major economic crises were held in five countries. Eleven countries received training on the use of space technology application in flood management, while standard operating procedures on the use of space and geographical information system applications for drought monitoring and early warning systems were developed. Members of the Panel on Tropical Cyclones strengthened capacities to manage tropical cyclones through the development of functional joint workplans and the sharing of experiences with the Typhoon Committee and its working groups. In addition, countries in Central and South-East Asia benefited from a review of their information and communications technology policies and regulations for growth, and from the development of the regionwide information superhighway map.

Subprogramme 6
Social development

(a) Increased knowledge and awareness of social development and population trends, policies and good practices in the region as a basis for effective decision-making by ESCAP member States

(b) Enhanced regional cooperation and implementation of international commitments to promote gender equality and social integration of vulnerable groups in Asia and the Pacific

(c) Strengthened capacity of ESCAP member States to manage social risks and vulnerabilities and implement effective social protection and gender mainstreaming programmes, particularly for the most vulnerable groups in society

665. ESCAP strengthened regional cooperation during the biennium and built capacity to review and accelerate the implementation of international and regional commitments, including the Programme of Action of the International Conference on Population and Development through the Sixth Asian and Pacific Population Conference and its preparatory processes. The Commission accelerated the implementation of the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific by enhancing government capacity to mainstream disability into the post-2015 development agenda and to promote rights-based legislation. Capacity development workshops and consultations increased the capacity of national women's machineries to implement gender-responsive budgeting and planning policies, created an enabling environment for women's entrepreneurship and identified policy options for addressing violence against women and girls. By providing technical advice and training and through the exchange of experiences, ESCAP strengthened government capacity to promote long-term care for older persons, implement participatory evidence-based youth policies and establish comprehensive social protection systems, particularly for vulnerable groups, including persons living with HIV.

Subprogramme 7
Statistics

(a) Increased understanding of development trends in the ESCAP region, especially progress towards the Millennium Development Goals, by official statisticians, decision makers and the public

(b) Increased access by decision makers and the public to comparable data on key demographic, social, economic and environmental indicators for the ESCAP region

(c) Increased capacity of national statistical systems of ESCAP member States to collect, produce, disseminate and use statistics in accordance with internationally agreed standards and good practices

(d) Strengthened capacity of national statistical offices in the ESCAP region to collect, produce, disseminate and analyse data in accordance with internationally agreed standards and good practices

666. During the biennium, in the light of the increasing demand for information, ESCAP organized consultations on priorities and approaches for improving national

capacity to produce and disseminate economic, social, environmental, gender and population statistics and to strengthen civil registration and vital statistics systems. Consultations on economic statistics improved understanding of the political and financial support required for the production of economic statistics and facilitated the formulation of workplans with delineated responsibilities among countries and development partners. Likewise, an agreement to establish a network of statistical training institutes resulted from consultations aimed at improving the coordination of training in the region. Advisory services provided to Bhutan, the Lao People's Democratic Republic, Mongolia and Myanmar, among other countries, increased the accuracy of their population estimations and projections; strengthened the legal framework for statistics; improved measurements of poverty and inequality; integrated a gender perspective into official statistics; implemented the system of environmental-economic accounting; and facilitated the development of disaster statistics.

Subprogramme 8
Subregional activities for development

(a) Increased capacity of Pacific island Governments to formulate and implement inclusive and sustainable development policies and practices (component 1)

(b) Pacific island developing countries are better able to influence Asia-Pacific regional processes (component 1)

(c) Strengthened regional cooperation mechanisms and institutional frameworks for the promotion of regional integration and equitable development (component 1)

(d) Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address sustainable development, taking into account the green growth approach and energy efficiency, information and communications technology, disaster risk reduction and disaster risk management, poverty reduction and infrastructure development (component 2), transport and trade facilitation and water, energy and the environment (component 3), gaps in the achievement of the Millennium Development Goals, infrastructure development, trade and transport facilitation, disaster risk reduction, energy and food security (component 4) and the areas of early warning, disaster risk reduction and connectivity (component 5)

(e) Strengthened knowledge-sharing and partnerships among member States, civil society and other relevant development partners to address key priority areas in the subregions to support the achievement of the internationally agreed development goals, including the Millennium Development Goals (components 2-5)

667. Through technical cooperation during the biennium, ESCAP strengthened the capacity of its member States to formulate policies on a range of issues. Governments in the Pacific developed national disability policies and legislation aligned with the Convention on the Rights of Persons with Disabilities, and gained an understanding of green economy policies in preparation for the Third International Conference on Small Island Developing States to be held in Apia in 2014. In East and North-East Asia, key stakeholders launched a partnership for information-sharing,

assessment and capacity-building with regard to low-carbon urban strategies. By tapping into the experiences of other subregional organizations, SPECA members strengthened their capacities to address regional economic integration and to manage water and energy. In South and South-West Asia, training programmes to facilitate the accession of Afghanistan to WTO and the incorporation of development goals into national macroeconomic modelling were held. In South-East Asia, a triennial trade and investment programme for Timor-Leste and training on information and communications technology infrastructure for Myanmar were launched.

3. Economic development in Europe

Subprogramme 1
Environment

(a) Improved knowledge and understanding of transboundary environmental and water management by countries of Eastern Europe, the Caucasus and Central Asia

(b) Improved knowledge and understanding of transboundary environmental and water management by countries of South-Eastern Europe

668. Capacity for transboundary water cooperation in Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe was strengthened during the biennium as a result of the implementation of seven field projects involving water and environmental authorities in 15 countries. A new treaty between the Republic of Moldova and Ukraine on cooperation in the Dniester river basin was signed in November 2012. Three transboundary expert working groups were established at a meeting of the parties under the memorandum of understanding on a shared strategic vision for the sustainable management of the Drin river basin. A bilateral working group was established for cooperation between Azerbaijan and Tajikistan on hydrology and the environment in the upper Amu Darya basin. Under the subprogramme, ECE organized 15 workshops, conducted 29 advisory missions and leveraged extrabudgetary resources. It strengthened partnerships with OSCE, the Global Water Partnership and bilateral donors such as the Swiss Agency for Development and Cooperation, the Swedish International Development Cooperation Agency and the German Society for International Cooperation.

Subprogramme 2
Transport

(a) Enhanced national capacity to implement ECE legal and regulatory framework for international land transport, infrastructure and services, border-crossing facilitation and transport of dangerous goods

(b) Strengthened regional cooperation on transit transport development in the South Caucasus and Central Asia

(c) Strengthened national legal and regulatory framework on road safety in Eastern Europe and Central Asia

(d) Strengthened national capacity in collecting and disseminating coherent inland transport statistics

669. ECE contributed to the strengthening of the national capacity of the countries of Eastern Europe, the Caucasus and Central Asia to accede to and implement legal

instruments for international land transport and border-crossing facilitation, by organizing the annual meetings of the SPECA Project Working Group on Transport and Border Crossing; a workshop on the transport of dangerous goods; and advisory services and a training course at the OSCE Border Management Staff College in Tajikistan. Kyrgyzstan, Qatar and Turkey became contracting parties to ECE legal instruments on road traffic and the transport of perishable foodstuffs. Two workshops on transport statistics helped to raise the awareness of countries in the South Caucasus and Central Asia on the collection of statistical data on transport.

Subprogramme 3
Statistics

(a) Increased capacity to assess compliance with the legal and institutional framework of national statistical systems against the Fundamental Principles of Official Statistics

(b) Enhanced knowledge of international guidelines, standards and nomenclature for the production of comparable and reliable official statistics

(c) Improved skills in streamlining the production processes of official statistics and Millennium Development Goal indicators from the collection of raw data to the delivery of the final statistics

670. Five global assessments of national statistical systems were carried out by ECE jointly with partner organizations during the biennium. The assessments provided an in-depth review of the institutional, organizational and technical capacity of the respective countries and proposed specific recommendations for the sustainable development of national statistics. Four countries incorporated recommendations from global assessments into their long-term statistical work programmes or national strategies for the development of statistics.

671. ECE provided 29 advisory services and organized 10 national and subregional workshops and training seminars for 551 national experts on economic, social and environmental statistics, including Millennium Development Goal indicators. As a result, 15 countries of South-Eastern and Eastern Europe, Caucasus and Central Asia significantly improved the timeliness of the dissemination of their statistical information and indicators. Most of the countries developed user-friendly dissemination websites containing information on metadata and other forms of methodological documentation.

Subprogramme 4
Economic cooperation and integration

(a) Enhanced knowledge of best practices and guidelines related to economic integration issues, particularly those covered by SPECA

(b) Strengthened regional institutions and regional frameworks in areas covered by SPECA

(c) Strengthened economic cooperation between Central Asia and Afghanistan

672. During the biennium, the 2012 SPECA economic forum provided an effective platform for the learning of best practices in regional cooperation from Asia and the Pacific. It helped to build capacity with regard to the financing of innovative green technologies, and participants discussed regional aspects of the follow-up to the

United Nations Conference on Sustainable Development and regional priorities for the post-2015 development agenda. The institutional and legal strengthening of the International Fund for Saving the Aral Sea was focused on the Interstate Commission on Sustainable Development of Central Asia. The joint task force developed recommendations on the further strengthening of the Commission. Following a special event on regional cooperation between Afghanistan and other SPECA countries, Afghanistan was elected for the first time as Chair of the Special Programme. The chairmanship of Afghanistan is expected to further strengthen its economic cooperation with countries of the subregion.

Subprogramme 5
Sustainable energy

(a) Strengthened institutional and human capacity to develop energy efficiency strategies to meet international treaty obligations

(b) Strengthened institutional and human capacity to develop renewable energy development strategies to meet international treaty obligations

673. During the biennium, ECE contributed to the strengthening of the institutional and human capacity of countries with economies in transition to develop energy efficiency and renewable energy strategies. As a result, 11 countries implemented Commission recommendations on energy efficiency and renewable energy and adopted appropriate national policies and measures. ECE activities were focused mainly on promoting best practices and solutions for energy policy reforms. ECE assistance also resulted in the development of 14 energy efficiency and renewable energy projects in beneficiary countries. The Commission conducted five advisory missions and organized seven capacity-building events (workshops, seminars and meetings) for 220 national experts. In implementing those activities, ECE strengthened partnerships with the regional commissions and other international organizations, including UNIDO, the Energy Charter secretariat, the International Energy Agency, the International Renewable Energy Agency and the United Nations Foundation.

Subprogramme 6
Trade

(a) Enhanced capacity of countries with economies in transition to implement trade facilitation measures using ECE and other international standards, recommendations and best practices

(b) Enhanced capacity of countries with economies in transition to promote and implement policies, strategies and mechanisms supporting trade facilitation and facilitating their regional integration

674. ECE contributed to trade policy development and trade facilitation in countries with economies in transition by helping them to implement international norms and best practices. As a result, eight countries established inter-agency cooperation mechanisms in support of trade facilitation instruments; 10 national and 2 regional trade facilitation strategies and mechanisms were developed; and 18 advisory missions and 14 conferences/workshops were organized. Programme resources were leveraged through extrabudgetary funding provided by the Russian Federation. With the Commission's support, a port community system started its operations in Odessa

and an inter-agency working group was established as a national trade facilitation body in Ukraine. A Batumi Declaration identifying concrete measures for regional cooperation in trade facilitation in the South Caucasus and Black Sea regions was adopted in June 2013. The Eurasian Economic Commission agreed on a draft strategic action plan for the implementation of the single-window concept. The single-window project in Tajikistan was piloted with the support of the European Union.

4. Economic and social development in Latin America and the Caribbean

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

(a) Improved capacity of policymakers in ECLAC member countries to formulate, implement and manage trade policies and export development strategies with a view to achieving a more effective participation in global and regional trade flows and value chains

(b) Strengthened capacity of stakeholders in ECLAC member countries to assess the impact of trade policy on other areas of development, particularly on sustainable development and climate change

675. ECLAC analysis, policy recommendations, technical assistance and participation in high-level meetings during the biennium allowed 15 Governments (Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Trinidad and Tobago, and Uruguay) and four organizations (the Andean Community, the Development Bank of Latin America, the Union of South American Nations and UNCTAD) to enhance their capacities to improve linkages with the global economy through regional and interregional trade integration, particularly with the Asia-Pacific region; and to strengthen value chains while integrating small and medium-sized enterprises into global markets. The Commission enhanced the capacity of 15 of its members and associate members to devise trade policies that will help strengthen food-related national exports while adhering to sustainable development and climate change commitments, in particular in relation to carbon footprint reduction. ECLAC also organized several workshops that showed how the use of technology can assist in the analysis of trade competitiveness through the use of software for future trade negotiations.

Subprogramme 2
Production and innovation

Strengthened capacity of countries of the region to design, implement and evaluate strategies and policies to increase productivity and innovation in their economies

676. ECLAC provided technical cooperation services that fostered productivity convergence to 61 policymakers across five countries in the region during the biennium. The aims of those services were to analyse economic structures and propose the institutionalization of entities to improve supply chains and ensure access to infrastructure through innovation and the use of information and communications technology, enlisting the support of the private sector, academia and the public sector. Among the Commission's technical assistance projects that had important ramifications in the region were: (a) the implementation of its plan of action; (b) the

creation of Paraguay's ICT secretariat; (c) the installation of the Mesoamerican Information Highway, resulting in the establishment of a network of policymakers on information and communications technology in Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama; (d) the creation of Ecuador's plan to implement a national strategy to change the productive matrix; and (e) the creation of an ECLAC-UNIDO joint team in the Plurinational State of Bolivia to design a pilot plan to promote a textile and apparel cluster in El Alto.

Subprogramme 3
Macroeconomic policies and growth

(a) Strengthened capacity of national policymakers in member countries to design and implement macroeconomic policies and measures aimed at greater stability in growth, based on the assessment of determinants of growth

(b) Enhanced capacity of countries of the region to formulate, implement and assess policies, regulations and measures related to national financial systems to promote growth, productive development and social protection

677. ECLAC provided technical cooperation services during the biennium that strengthened the capacity of 14 countries to design macroeconomic policies. The Commission made recommendations to countries of the Union of South American Nations to enable them to weather the global economic context. A workshop on economic and fiscal short-term indicators was organized in Mexico City in 2013 to track the impact of public policies. Assistance was provided to three countries (El Salvador, Paraguay and Peru) on statistical methods and analysis increasing their capacity to carry out research on and analyse economic activity, international trade and productivity measures. ECLAC participated in intergovernmental committees with the aim of promoting growth, productive development and social protection through national financial systems, and assisted with the analysis of various instruments and measures to finance infrastructure for the development of countries of the Union of South American Nations. The Community of Latin American and Caribbean States benefited from advisory services with respect to payment systems, the development of an inclusive regional financial system and the strengthening of reserve funds. ECLAC analysed the social protection system of Colombia and recommended reforms to its pension system.

Subprogramme 4
Social development and equity

(a) Strengthened capacity of national policymakers in member countries to manage and classify social expenditure and to improve the design, monitoring and evaluation of sectoral social policies, with emphasis on food security, child undernutrition and social protection

(b) Enhanced technical capacity of ECLAC member countries to design, implement and monitor social programmes aimed at achieving the Millennium Development Goals in the social fields

678. ECLAC improved social policies during the biennium through initiatives such as the cost-of-hunger methodology implemented by Bolivia (Plurinational State of), Colombia, Ecuador and Peru and studies such as that on the costs of obesity, carried out in Argentina, the Dominican Republic, Ecuador, Uruguay and Aruba. Andean

Community countries now use databases intended to improve technical capacity with regard to food and nutritional security policies and cash transfer programmes. ECLAC proposals for inclusive social protection systems were adopted in the region in order to develop national social protection policies. The Commission's recommendations aimed at systematizing procedures for the design of social policies on care were also adopted, in Costa Rica, Ecuador and Uruguay. ECLAC helped to define strategic priorities for persons with disabilities and to mainstream a multidimensional approach to the measurement of poverty. A focus on gender indicators and relevant analysis to inform evidence-based policies for gender equality, including women's economic and physical autonomy, was promoted in Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Panama, Peru and Uruguay, in line with recommendations of the Committee on the Elimination of Discrimination against Women.

Subprogramme 5
Population and development

(a) Enhanced technical capacity of Latin American and Caribbean countries to monitor population trends and tackle population and development issues for use in social programming

(b) Increased technical capacity of countries of the region to monitor progress in the implementation of recommendations to achieve the goals of relevant international agreements (Programme of Action of the International Conference on Population and Development, International Plan of Action on Ageing and Millennium Development Goals)

679. The capacity of 20 countries to monitor population trends for use in social programming was strengthened during the biennium. ECLAC provided remote technical assistance to 20 countries on the formulation and revision of censuses, the analysis of population forecasts and the preparation of national training courses. Enhanced REDATAM data processing methods were used by 120 technical staff members from Latin America and the Caribbean and another 50 from Fiji and Thailand. Furthermore, 31 participants from 12 countries increased their technical capacity to monitor progress in the implementation of international commitments related to the International Conference on Population and Development, the Madrid Plan of Action on Ageing and the San Jose Charter on the Rights of Older Persons in Latin America and the Caribbean. All activities allowed for the improved evaluation of the population censuses carried out during the 2010 round, the better use of census data and important inputs for the planning of the 2020 round of censuses.

Subprogramme 6
Sustainable development and human settlements

(a) Enhanced capacity of countries of the region to integrate sustainability criteria in development policies and measures, particularly in relation to climate change and risk reduction

(b) Strengthened technical and analytical capacity in ECLAC member countries to develop and implement policies in risk management and vulnerability reduction policies

680. During the biennium, ECLAC worked to develop and disseminate a methodology, tools and databases to assess the impacts of climate change in coastal

and marine zones in the region, several countries embraced that methodology, and three countries requested support in its implementation. The Commission updated its own methodology, created a new manual to assess the impact of extreme natural disasters, and provided assistance to Colombia in assessing the socioeconomic impact of the La Niña phenomenon. The National Institute of Statistics and Geography of Mexico and ECLAC organized a workshop to discuss a joint methodological document on the measurement of public environmental expenditures and to provide capacity-building in the region. In the context of InterCLIMA 2013, ECLAC, in collaboration with the Inter-American Development Bank, presented preliminary results regarding the economic impacts of climate change in Peru. Signatories to principle 10 of the Rio Declaration on Environment and Development designated ECLAC as technical secretariat to advance the full implementation of the rights of access to information, participation and justice in environmental matters.

Subprogramme 7
Natural resources and infrastructure

(a) Enhanced capacity of Latin American and Caribbean Governments to assess and implement policies for the sustainable management of natural resources, with consideration to regional integration schemes

(b) Strengthened capacity of Latin American and Caribbean stakeholders to formulate policies and strategies in the areas of transport and infrastructure services and systems, with consideration to regional integration schemes

681. During the biennium, ECLAC provided technical cooperation services aimed at the sustainable management of natural, transport and infrastructure resources. The Commission organized an international course about infrastructure, transport and logistics policies that discussed the Government's role of promoting transportation logistics and improving public policies; and a round table for the Caribbean Community on port services with a view to achieving a co-modality policy of regional integration. Several workshops on the use of transportation and logistics software enabled participants from the Caribbean to develop more evidence-based trade strategies, to inform future trade negotiations. ECLAC assisted with the formulation of the regional water agenda of the Americas and recommended efficient ways to empower Argentinean consumers in the process of the regulation and control of water and sanitation services. ECLAC also organized a fourth regional policy dialogue on energy efficiency.

Subprogramme 8
Statistics

(a) Strengthened capacity and understanding of national staff in member countries to compile, monitor and disseminate core social and environmental data (in particular those included in the Millennium Development Goals and other internationally agreed goals) to support policy planning and formulation

(b) Strengthened capacity of national public institutions of the region to implement the System of National Accounts (SNA) and to enhance the regional integration of national statistical systems

682. During the biennium, eight countries implemented ECLAC recommendations aimed at strengthening national household surveys, thereby enhancing their

analytical capacity to study social, poverty and environmental indicators. The Commission developed quantitative methodologies to reduce discrepancies between national and international sources while monitoring the achievement of Millennium Development Goals, and coordinated an interregional project on Millennium Development Goal indicators and the post-2015 development agenda. On the basis of ECLAC recommendations, El Salvador applied econometric models to assess the impact of the liquefied petroleum gas subsidy on households; and three countries received support in implementing the System of National Accounts, while staff from seven countries used methodological recommendations from a training workshop to improve their national accounts statistics. In addition, several countries were working to improve national accounts and price statistics processes within the framework of the International Comparison Programme.

Subprogramme 9
Subregional activities in Mexico and Central America

(a) Enhanced national and subregional technical and human capacity to design, evaluate, promote and implement policies and frameworks/mechanisms on energy, climate change adaptation and mitigation, including in the agricultural sector, and prevention, mitigation and assessment of the impact of extreme natural events

(b) Enhanced national and subregional technical and human capacity to design, evaluate, promote and implement policies and frameworks/mechanisms on economic and social development and integration, employment, trade and productive/competitive development, and post-disaster reconstruction and development

683. ECLAC technical assistance during the biennium enhanced the capacity of Central American countries to use econometric methods, understand tax issues related to climate change and use a methodology to measure the impact of natural disasters. The Commission assisted Mexico in evaluating the damage caused by the 2011 floods and Guatemala in evaluating that caused by the 2012 earthquake. The Haitian Institute of Statistics and Informatics established a short-term economic indicator with ECLAC assistance. Nicaragua received support regarding the new national accounts system and the central bank strategic plan, and Cuba was assisted in completing the economic report for its reincorporation into the International Fund for Agricultural Development. El Salvador was supported in the development of a draft law on social development, inclusion and protection, and in the institutional design of a planning and development system that led to the establishment of its Ministry of Human and Social Development.

Subprogramme 10
Subregional activities in Caribbean

Increased technical capacity in the countries of the subregion to formulate risk reduction strategies and policies and measures for adaptation to climate change

684. Exploratory discussions are under way for the establishment in 2014 of a regional centre to address the needs of persons living with disabilities, in line with the focus of the Community of Latin American and Caribbean States collaboration with the Caribbean. A training course on information and communications technology for disaster risk management in the Caribbean provided participants with

increased capacity to leverage the strategic use of applications as a pivotal component of the disaster risk management strategy. Furthermore, the pool of trainers who can deliver training on the strategic use of technologies for disaster risk reduction was strengthened.

5. Economic and Social Development in Western Asia

Subprogramme 1
Integrated management of natural resources for sustainable development

(a) Strengthened capacity of policymakers and official counterparts to formulate, implement and monitor policies and programmes that address sustainable development challenges with a focus on climate change

(b) Enhanced policy dialogue and increased awareness of national Governments to respond to the recommendations of the United Nations Conference on Sustainable Development, especially regarding the development of green economy sectors

685. During the biennium, 19 capacity-building activities were carried out and 14 national, subregional and regional advisory services provided in Jordan, Lebanon, Oman and Qatar. ESCWA activities contributed to the ability of its member States to achieve the Millennium Development Goals and increase the mitigation of climate change through improved knowledge about climate change negotiations, energy efficiency and renewable energy to enhance capacities for adaptation to the unavoidable effects of climate change. The Commission facilitated intraregional knowledge exchanges that resulted in greater understanding of water issues among member States. The services addressed a wide range of areas in the preparation for and follow-up to the United Nations Conference on Sustainable Development, improving the overall enabling environment for the post-2015 development agenda, socioeconomic implications in the areas of water quality and pollution and technological advances in terms of environmental protection and sustainable development goals at the national level.

Subprogramme 2
Integrated social policies

(a) Strengthened capacity of member countries to adopt an integrated approach to social protection and identify the needed tools to open up a fiscal space for social policy

(b) Enhanced capacity of Governments to mainstream migration issues into development planning

686. ESCWA organized three capacity-building activities and six advisory service activities during the biennium. The programme was integral to promoting an integrated approach to social protection policy and led to three new country profiles on social protection and the development of a toolkit to enhance the capacity of national stakeholders to build comprehensive and efficient social protection systems. Advisory services provided to the State of Palestine led to improved capacities to formulate, monitor and evaluate social policies and were expected to contribute to the finalization of the national development plan and subsector social development strategies for 2014-2016. A regional conference on disabilities made a critical contribution to the implementation of the Convention on the Rights of Persons with

Disabilities. ESCWA was able to secure the endorsement of 16 member countries participating in the Regional Consultative Meeting on International Migration and Development in the Arab Region with respect to the importance of mainstreaming migration into national development strategies.

Subprogramme 3
Economic development and integration

(a) Strengthened capacity of member countries to adopt an integrated approach to formulating and implementing policies and measures recommended in the Monterrey Consensus and the Doha Declaration on Financing for Development

(b) Enhanced capacity of Governments to negotiate and implement subregional and regional trade facilitation and multilateral trade agreements designed to increase international trade

(c) Enhanced capacity of member countries in the region to set and implement appropriate macroeconomic policies and strategies for sustainable economic growth in line with the Millennium Development Goals

687. During the biennium, an assessment of the socioeconomic situation in Egypt focusing on the impact of the political situation resulted in the proposal of various policy options for the short term as well as scenarios for a long-term vision of inclusive development. The policy document in question clearly described the ramifications of the political stalemate. Two workshops upgraded the skills of 50 Sudanese officials from departments of the ministries of finance and taxation of both South Sudan and the Sudan, resulting in better understanding of double taxation and ways to mitigate that problem. A preparatory workshop for Arab countries members of WTO was aimed at preparing them for its Ninth Ministerial Conference, held in Bali in December 2013. This resulted in the issuance of a list of recommendations for Arab countries regarding the issues discussed at the Conference. Twenty-seven advisory services were provided and 16 capacity-building activities carried out at the national, subregional and regional levels during the biennium; the main beneficiaries were Jordan, Morocco, the Sudan and Tunisia.

Subprogramme 4
Information and communications technology for regional integration

(a) Enhanced advocacy for moving towards an information society and knowledge-based economy, within the context of the outcomes of the World Summit on the Information Society and the Regional Plan of Action for Building the Information Society

(b) Strengthened knowledge and improved skills of national organizations to develop relevant mechanisms to move towards an information society and knowledge-based economy

688. Advisory services aimed at assisting with progress towards a knowledge economy, including the formulation and evaluation of information and communications technology policies, were provided to several ESCWA member countries during the biennium. Those activities led to a deeper understanding of the role of information and communications technology in relation to economic and social development. In total, 4 capacity-building and 13 advisory activities were carried out in 2012-2013. ESCWA led efforts, in partnership with the League of

Arab States, to establish an Arab Internet Governance Forum to act as a bottom-up, decentralized platform for inclusive consultations on Internet governance and the identification of areas of cooperation involving all stakeholders. In this regard, ESCWA organized the second annual meeting of the Arab Internet Governance Forum and four Arab multi-stakeholder advisory group meetings. The Commission also organized a workshop on cyber legislation in the Arab region, a regional workshop on e-government and a workshop on the impact of information and communications technology application measurement models.

Subprogramme 5
Statistics for evidence-based policymaking

(a) Enhance the capacity of national statistical offices to produce and disseminate, with ESCWA assistance, relevant, timely, reliable and comparable economic and environmental statistics and indicators

(b) Enhance the capacity of national statistical offices to produce and disseminate, with ESCWA assistance, relevant, timely, reliable and comparable social statistics and indicators, including gender-disaggregated data

689. Workshops held and advisory missions carried out during the biennium contributed to increased capacity to produce and disseminate official statistics, including through the System of National Accounts, statistics of international trade in services, time use statistics, industrial statistics, labour statistics, statistical infrastructure, agricultural statistics and development indicators. ESCWA cooperated with several United Nations agencies and other partners in order to increase the efficiency of capacity development activities. This contribution resulted in a regional strategy for agricultural, macroeconomic, labour, civil registration and vital statistics. The Commission also facilitated national workshops for countries (Jordan, Kuwait, Oman and the State of Palestine) piloting the implementation of the System of National Accounts 2008 and for countries in critical phases of processing data collected through population and housing censuses. The workshops resulted in the improvement of the availability of macroeconomic statistics.

Subprogramme 6
Advancement of women

(a) Enhanced capacity of national machineries for women to formulate and implement gender-sensitive policies and frameworks/mechanisms, including gender-sensitive national budgets

(b) Enhanced capacity to promote and implement United Nations human rights conventions and resolutions related to women, especially the Convention on the Elimination of All Forms of Discrimination against Women

690. During the biennium, ESCWA assisted five member countries (Jordan, Lebanon, Saudi Arabia, the United Arab Emirates and the State of Palestine) in mainstreaming a gender perspective into their national development strategies and action plans; organized capacity-building workshops and conducted advisory missions to assist member countries in implementing measures to adhere to their commitments to the implementation of international instruments and declarations, mainly the Convention on the Elimination of All Forms of Discrimination against Women; conducted a training workshop on ensuring women's right to work in

national and international legislation; and actively supported national efforts aimed at the preparation of national plans and programmes to fight gender-based violence, specifically through its publications and technical materials on the issue, capacity-building initiatives and public events. Fourteen member countries participated in the efforts to develop a database to map national approaches to combating violence against women.

Subprogramme 7
Conflict mitigation and development

(a) Enhanced capacity of member countries to implement good governance and institution-building practices, through public sector modernization and strengthening the capacity of local governments to provide essential services

(b) Enhanced capacity of member countries to mitigate the impact of crises and/or instability by addressing emerging issues through the formulation of development policies, including food security strategies and the utilization of effective aid coordination mechanisms

691. During the biennium, ESCWA provided technical assistance for the design of urban development indices and their pilot implementation in Nouakchott, Tripoli and Tunis; supported Bahrain, Jordan, the Sudan, Yemen and the State of Palestine in the preparation of their national Millennium Development Goals reports; and assisted the Sudan, Yemen and the State of Palestine in the preparation of Millennium Development Goals-based plans. The Commission started a project to support Iraq in the production of its human development report. ESCWA also held a capacity-building workshop on the development of policy formulation in the State of Palestine, to enhance the capacity of 16 public officials from nine ministries and public institutions.

Section 24
Human rights

Highlights of programme results

During the biennium, OHCHR ensured the effective integration of human rights into the post-2015 development agenda by providing significant inputs into various system-wide processes. The Office contributed to the strategy for the deployment of human rights advisers endorsed by the United Nations Development Group in 2012, which led to the deployment of two advisers to Maldives and Timor-Leste, to be followed shortly by another eight. OHCHR also supported the commissions of inquiry mandated by the Human Rights Council on the Democratic People's Republic of Korea, Libya, the Syrian Arab Republic and the fact-finding missions to the Central African Republic and Mali. The universal periodic review began its second cycle, with the national reports of all 70 States reviewed. The High Commissioner launched her report on the strengthening of the human rights treaty bodies (A/66/860) to increase awareness of the current challenges facing the system as well as to encourage suggestions for reform. The report is being considered in the ongoing intergovernmental process requested by the General Assembly in its resolution 66/254 and extended in its resolution 68/2. During the biennium, OHCHR expanded its outreach capacity through its website, including by launching an Arabic version.

Challenges and lessons learned

The greatest challenge for OHCHR is to respond to all requests of assistance received, particularly at a time of burgeoning interest in human rights at the country level and within the international community. It has become steadily more difficult to manage the additional workload coming from the treaty body system, the special procedures, the Human Rights Council and other stakeholders. By way of example, during the biennium 2012-2013 OHCHR screened more than 38,000 e-mails and letters sent to the Council's communications procedures and supported the preparation of 364 reports of special procedures to the Council and the General Assembly and 265 concluding observations of treaty bodies. The Office made efforts to address that challenge by focusing on results, streamlining business processes and procedures, gaining access to other resource bases, expanding partnerships and further mainstreaming human rights into the United Nations.

692. The above-cited results are based on the implementation of 90 per cent of 7,692 mandated, quantifiable outputs.

693. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 24) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

694. OHCHR implemented 90 per cent of 7,692 mandated, quantifiable outputs during the biennium and 99.4 per cent of its 2012-2013 budget, with close to full utilization of all funds under the final allocation for the biennium.

(b) Timely recruitment and placement of staff

695. The average number of days that a Professional post remained vacant during 2013 was 120, representing an improvement compared with the 2012 statistic of 147 days. OHCHR continued to have a high number of job openings (71) in 2013, which made the timely filling of vacancies quite an arduous task.

(c) Identification of emerging human rights issues that require attention by Member States

696. During the interactive dialogue, 97 references were made by States to issues raised in the High Commissioner's report, reflecting a slight increase. Such issues as women's rights, impunity, migration and discrimination were referred to in particular.

(d) Enhanced policy coherence in the management of human rights activities of the United Nations

697. During the biennium, 17 human rights policy documents were adopted. Among other initiatives, OHCHR co-chaired the UNDG human rights mainstreaming mechanism and co-led the implementation of the United Nations human rights due diligence policy, with the first review and updating of the policy carried out in October 2012, as well as the process of consultations leading to the adoption of the United Nations policy on the human rights screening of all personnel. The Office led the process of consultations on the response of the United Nations system to discrimination, which resulted in the establishment of a network on racial discrimination and the protection of minorities. Finally, the Office led the consultations within the Global Migration Group on migration and human rights, and then jointly led with the Department of Economic and Social Affairs the consultations on international migration resulting in the adoption of the Secretary-General's policy decisions focused on migration and human rights.

(e) Improved geographical representation and gender balance of staff

698. Of the 15 geographical appointments made in 2012-2013, 8 (53 per cent) concerned staff members from unrepresented or underrepresented Member States. As of December 2013, 59 per cent of OHCHR staff in all categories were women, exceeding the overall target of 50 per cent.

(f) Increased timeliness of submission of documentation

699. With 77 per cent of pre-session documents submitted in accordance with the required deadline as of the end of 2013, the timely submission rate for OHCHR documents during the biennium showed continuous and substantial improvement. This was the result of internal management decisions and measures taken over the past few years aimed at both ensuring accountability in relation to respect for deadlines and strengthening the organizational unit managing the submission of documents. OHCHR is committed to continuing to improve its timely submission of documents.

(g) Deployment of human rights officers at short notice to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights

700. In 2013, 192 OHCHR staff volunteered to be listed on the rapid deployment roster for the period from June 2013 to June 2014. During the biennium, the Office deployed 20 fact-finding missions, investigations and commissions of inquiry, including in support of the establishment of the commissions of inquiry mandated by the Human Rights Council. OHCHR continued to manage the contingency fund used to support some of the deployments, as well as a stock of equipment used for these missions.

(h) Increased exposure to and awareness of OHCHR activities among rights holders

701. The Media Centre pages of the OHCHR website had recorded 487,000 hits as of the end of the biennium. The final result included the page views on the Arabic website launched in December 2012. Opinion editorials are produced by the High

Commissioner's speechwriter, a position that was vacant/under recruitment throughout 2013. Nevertheless, the Office continued to engage actively with the media, including through social media. In 2013, OHCHR issued a total of 690 communications to the media, compared with 467 in 2012. As of the end of January 2014, the indicative number of articles mentioning the High Commissioner or her Office, as shown by a leading media search engine, increased from 11,508 in 2012 to 16,246 in 2013.

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

(a) Human rights mainstreaming

(a) Further integration of all human rights by the United Nations system into all areas of work, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities

702. During the biennium, the subprogramme supported the OHCHR chairmanship and substantive lead of the work of the UNDG human rights mainstreaming mechanism; continued to chair and co-chair the working group on the resident coordinator system, the inter-agency review group on the United Nations human rights due diligence policy, the United Nations Indigenous Peoples' Partnership, the working group on migration and human rights, and the Working Group on Protecting Human Rights While Countering Terrorism of the Counter-Terrorism Implementation Task Force. The subprogramme coordinated the setting-up of a United Nations network on racial discrimination and the protection of minorities. Human rights mainstreaming was also advanced through participation in United Nations inter-agency bodies, including the United Nations System Chief Executives Board for Coordination, the High-level Committee on Programmes, the Rule of Law Coordination and Resource Group and United Nations Action against Sexual Violence in Conflict, and active participation in processes informing the post-2015 development agenda.

(b) Strengthened capacity of the United Nations system, in particular United Nations country teams, to further integrate all human rights into their respective programmes and activities and to assist Member States, at their request, in building and strengthening national human rights promotion and protection capacities

703. In February 2012, a new strategy, jointly developed by OHCHR and UNDP, for the deployment of human rights advisers was endorsed by UNDG. This system-wide strategy strengthens human rights policy coherence and the system-wide ownership of human rights advisers deployed by OHCHR at the request of resident coordinators and country teams. Project funding was committed to eight countries: Costa Rica, Guinea-Bissau, Indonesia, Morocco, Myanmar, Turkey, Uruguay and Zambia. Additional countries will be supported in 2014, subject to ongoing resource mobilization efforts. The capacity of the human rights components of peace missions and OHCHR field presences to investigate, document and address sexual violence was strengthened through the development of a targeted training course, piloted in South Sudan in 2012 and in the Democratic Republic of the Congo in 2013.

(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues and their disability and gender dimension

704. OHCHR provided support to the UNDG human rights mainstreaming mechanism knowledge management initiative in collecting information about best practices on human rights-based approaches, to illustrate how human rights can be mainstreamed into development practice. more than 30 case study submissions were received from country teams and agencies, and a selected number were included in a publication launched in 2013. OHCHR influenced the development agenda towards 2015 and beyond, contributing to a Committee on the Rights of Persons with Disabilities-based outcome document and to conclusions reached as a result of the round table on the period beyond 2015, in the context of the High-level Meeting on Disability and Development. OHCHR was one of the eight United Nations pilot agencies, that led the development of common standards (a system-wide action plan) on gender mainstreaming applicable to the whole United Nations system.

(b) Right to development

(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels

705. In March 2012, in the lead-up to the United Nations Conference on Sustainable Development, OHCHR, with the subprogramme in the lead, launched a campaign in which it urged all Member States to support the full integration of human rights into the Rio process. As a result, the outcome document of the Conference contained key human rights provisions. Since the Conference, OHCHR has been active in promoting human rights in the deliberations and processes aimed at defining the post-2015 development agenda, through research, advocacy, consultations, expert meetings and technical input. In early 2013, OHCHR and the Centre for Economic and Social Rights launched a joint flagship advocacy publication entitled "Who will be accountable? Human rights and the post-2015 development agenda". OHCHR and UNDP jointly-led and successfully concluded the post-2015 global thematic consultations on governance with a global consultation meeting held in Johannesburg, South Africa, in March 2013.

(b) Enhanced awareness, knowledge and understanding of the right to development at all levels

706. New web stories were widely disseminated by the subprogramme through social media. Themes included the United Nations Conference on Sustainable Development and human rights; human rights and development at the centre of globalization; human rights at the United Nations Conference on Sustainable Development; and people-centred development. Information notes were published, including on the right to development of persons with disabilities, and advocacy messages were developed in the context of the thirteenth session of UNCTAD, held in Doha in April 2012, and at the United Nations Conference on Sustainable Development in June 2012. In December 2013, OHCHR launched the landmark publication *Realizing the Right to Development: Essays in Commemoration of 25 Years of the United Nations Declaration on the Right to Development*, bringing together the contributions of more than 30 international experts. The publication was a

major accomplishment, constituting a groundbreaking tool in the advancement of understanding and, ultimately, realization of the right to development.

(c) Research and analysis

(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination

707. The subprogramme strengthened the enjoyment of all human rights and fundamental freedoms by combating discrimination through activities such as: the issuance of guidelines on indigenous peoples in voluntary isolation and initial contact in the Amazon Basin and El Chaco, Ecuador; continued support for Member States aimed at the development of national action plans to eradicate racism and discrimination and promote equality in Benin, Bolivia (Plurinational State of), Botswana, Burkina Faso, Costa Rica, Ecuador, Guinea, Mauritania, Mexico and Uruguay; technical advice and guidance on legislation and national action plans related to women's rights and gender equality, to ensure compliance with international standards, in Afghanistan, Iraq (Kurdistan region), Maldives, Papua New Guinea, Timor-Leste and Kosovo; assistance to and support for States parties in reviewing national legislation and policies on discrimination against persons with disabilities, so as to ensure their consistency with the Convention on the Rights of Persons with Disabilities; and fellowship programmes for indigenous peoples, minorities and persons of African descent.

(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism

708. The reporting cycle was significant for the work of OHCHR in combating racism, especially in sport, and building linkages between sport administrative bodies and the human rights mechanisms. The subprogramme also continued to support Member States, including Benin, Bolivia (Plurinational State of), Botswana, Burkina Faso, Costa Rica, Ecuador, Guinea, Mauritania, Mexico and Uruguay, in developing national action plans to eradicate racism, discrimination and promote equality. Key stakeholders gained awareness of the Declaration on the Rights of Indigenous Peoples and used it as a reference in decision-making and policymaking. For example, briefings for parliamentarians in Cameroon in the context of legislative developments regarding the management of forests, and for indigenous representatives in the Congo to support the implementation of the national law on the rights of indigenous populations and the draft implementing decrees, helped to ensure that the standards of the Declaration were taken into account in those processes.

(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals

709. The subprogramme contributed to the implementation of Millennium Development Goal activities and the development of the post-2015 agenda. Inputs to that end included the OHCHR think piece on human rights and the period beyond 2015, entitled "Towards freedom from fear and want: human rights in the post-2015 agenda", which resulted in the United Nations Task Team on the Post-2015 Development Agenda recommending human rights as one of three fundamental

principles for that agenda, together with equality and sustainability. UNDG was tasked with facilitating 11 global thematic consultations on key issues and up to 100 national consultations to ensure a broad debate on the post-2015 agenda. The declarations adopted at regional meetings reaffirmed human rights standards and principles and received support from participating Member States, civil society and other human rights actors. In addition to carrying out political mobilization and inter-agency advocacy work, OHCHR provided extensive research and technical inputs in post-2015 consultation processes.

(d) Promotion of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation

710. The subprogramme enhanced legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights, at the country level through a number of activities, such as: the publication of fact sheets; the issuance of technical guidance on the application of a human rights-based approach to the implementation of policies and programmes for the reduction of preventable maternal mortality and morbidity; the organization of numerous main and side events in the context of sessions of the Human Rights Council; the organization of several expert seminars on priority thematic issues, including impunity and accountability, discrimination, migration and economic, social and cultural rights; the provision of technical assistance and expert advice on all human rights to stakeholders at the country level (among others, Afghanistan, Benin, Bolivia (Plurinational State of), Botswana, Burkina Faso, Costa Rica, the Democratic Republic of the Congo, Ecuador, Guinea, Maldives, Mauritania, Nigeria, Papua New Guinea, Timor-Leste, Tunisia, Uruguay, Kosovo and occupied Palestinian territories).

(e) More effective United Nations assistance to Member States, civil society, the media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the protection of all human rights for all

711. The subprogramme provided more effective assistance to stakeholders in strengthening rule of law and democracy mechanisms through various activities, such as training workshops on human rights aspects of constitution-making for OHCHR staff, representatives of non-governmental organizations and national human rights institutions in the Asia-Pacific region; advice on national-level drafting and constitutional reform; advocacy work and assistance for preparatory work related to the Declaration of the high-level meeting of the General Assembly on the rule of law at the national and international levels, adopted by the Assembly on 24 September 2012 by its resolution 67/1; the finalization and dissemination of the integrated technical guidance notes on security sector reform, launched in December 2012; methodology advice for the development of national human rights action plans and national victim and witness protection programmes; and technical advice to national authorities on the establishment of national commissions of inquiry or similar mechanisms to investigate gross violations of human rights.

(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to Governments and partners within and outside the United Nations system

712. The subprogramme enhanced methodological expertise during the biennium, including through the production of publications, guidelines and other tools. For example, 18 new OHCHR human rights publications were issued, including joint publishing ventures with partners, such as UN-Women, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Global Compact, the Asia-Pacific Forum of National Human Rights Institutions, the Centre for Economic and Social Rights and the International Bar Association; 48 translations into official United Nations languages were made; and 160,000 copies of publications were distributed. While many of those copies benefited external target audiences, they also served as training tools, advocacy and informational materials to support the Office's field presences, including those based in Beirut, Kinshasa, Santiago, Tunis and Yaoundé. More than 1,804 new books were added to the library collection, which now accounts for 14,850 items overall. OHCHR maintained a strong online presence by making all substantive publications available electronically free of charge on its website.

(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level

713. As noted during the previous biennium, the ongoing and continuous efforts of the subprogramme in this area showed a trend of enhanced and stronger capacity for training and advice, including on emerging issues. The subprogramme helped to enhance the capacity of OHCHR to provide training and advice at the national level through such activities as the finalization of numerous new guidance materials on human rights monitoring as part of the OHCHR Training Manual on Human Rights Monitoring; the continued development of a glossary of human rights and humanitarian law violations; and the origination of regional, national and Geneva-based training courses for OHCHR staff on monitoring and protection skills, including with respect to economic, social and cultural rights, and on human rights and humanitarian action. Training activities carried out and advice provided in thematic human rights areas included new training courses, such as training for trainers on human rights and persons with disabilities, the monitoring and investigation of conflict-related sexual violence and gender integration training.

Subprogramme 2
Supporting human rights treaty bodies

(a) Fully supported treaty bodies' work and their decision-making

714. The Human Rights Treaties Division supported the 10 treaty bodies in all aspects of their work during the biennium. Meeting time was on the rise, at 74 weeks in 2012 and 75 weeks in 2013. Additional meeting time is under consideration by the General Assembly in the context of an intergovernmental process. During the biennium, 112 new ratifications/accessions were recorded and the treaty bodies adopted concluding observations on 265 States parties. The Human Rights Council and treaty bodies adopted final decisions on 256 communications and issued 103 requests for interim measures of protection. In addition, the

Committee on Enforced Disappearances issued 14 requests for urgent action. The Division also supported the 11 country visits of the Subcommittee on Prevention of Torture during the biennium. Lastly, the Division conducted a limited number of capacity-building activities and training sessions both at the field level and at Headquarters.

(b) *More streamlined and harmonized reporting procedures followed*

715. In June 2012, the report of the High Commissioner on the strengthening of the human rights treaty bodies (A/66/860) was published. The report contained proposals aimed at simplifying and aligning the reporting process and making it more efficient: the submission of common core documents and regular updates, a simplified reporting procedure, strict adherence to page limitations for States parties' reports and a reduction in the number of languages into which summary records are translated. The Division encouraged the submission of common core documents, resulting in a total of 159 such documents, including updates received by December 2013 and 35 submitted during the biennium. The annual meetings of the Chairs of human rights treaty bodies were organized in Addis Ababa (in June 2012) and New York (in May 2013) to review the recommendations addressed to treaty bodies in the High Commissioner's report and to discuss the harmonization of working methods.

(c) *Enhanced awareness, knowledge and understanding of treaty body outputs*

716. Increased awareness, knowledge and understanding of the work of treaty bodies on the part of all stakeholders was promoted through approximately 40 yearly briefings provided to a wide range of actors; the provision of improved media training and coaching for treaty bodies; and the use of Twitter and Facebook to share all meeting summaries and concluding observations of the treaty bodies. During the biennium, the Division also continued to publish quarterly newsletters and weekly updates shared with all treaty body experts, other mandate holders, States, national human rights institutions, United Nations partners and civil society. In addition, a limited number of publications and fact sheets were produced. In March 2012, OHCHR officially launched the upgraded Universal Human Rights Index database. The upgrading rendered the database more user-friendly and accessible, including for persons with disabilities, and allowed for the retrieval of information from the treaty bodies, the special procedures and the universal periodic review process.

(d) *Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies*

717. Following the issuance of the report of the High Commissioner on the strengthening of the human rights treaty bodies, in 2012, an intergovernmental process was launched to strengthen the effective functioning of the treaty body system, for which a detailed cost assessment report was provided. In 2012, the Division undertook a number of training and capacity-building activities for various stakeholders in Angola, Burkina Faso, Burundi, Chad, Ecuador, Georgia, Kyrgyzstan, Morocco, Seychelles, Swaziland, the former Yugoslav Republic of Macedonia, Tunisia, Turkmenistan, Uzbekistan, Viet Nam and Hong Kong, China. In 2013, activities were organized in Belgium (a regional workshop), the Democratic Republic of the Congo, Mongolia, Morocco, Seychelles, Tunisia (a

regional workshop) and the State of Palestine. In the course of the biennium, more than 1,000 written submissions to treaty bodies were received from civil society, national human rights institutions and United Nations entities.

Subprogramme 3
Advisory services, technical cooperation and field activities

(a) *Enhanced capacity of the United Nations to assist States, at their request, in their effort to translate their international human rights obligations into effective laws, regulations and policies*

718. During the biennium, OHCHR provided analyses of several pieces of draft legislation and recommendations to various countries, including the Dominican Republic, Ecuador, Guinea-Bissau, Haiti, Honduras, Iraq, Lebanon, Libya, Pakistan, the Republic of Moldova and Venezuela (Bolivarian Republic of). The Office also provided legal advice and assistance regarding activities to establish 17 and strengthen 48 national human rights institutions. Technical advice was provided to the State of Palestine on acceding to human rights treaties and the legislative and administrative measures that accession would necessitate; to Zimbabwe on treaty bodies, leading to the adoption of a national plan and implementation framework for the Convention on the Elimination of All Forms of Discrimination against Women and the ratification of the Convention on the Rights of Persons with Disabilities in September 2013; to Tunisia on the drafting of a counter-terrorism law; to Yemen on the drafting of laws on transitional justice; to Tajikistan on the housing code; and to Guatemala on the drafting of a law on the implementation of the Rome Statute.

(b) *Enhanced institutional capacity development at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights*

719. OHCHR provided advisory services to a number of countries requesting support in enhancing the capacity of national human rights institutions, through presentations and training sessions on the Paris Principles, the accreditation process and the interaction of those institutions with the international human rights system. In Cameroon, an OHCHR-led regional conference on transitional justice, bringing together six delegations from Francophone African countries in Yaoundé in 2013, led to the adoption of a 2018 "national vision" for each country and a related action plan. OHCHR provided expertise to the presidential administration in Kyrgyzstan on the drafting of a policy document on inter-ethnic issues and minority rights, and is advising it on implementing the concept note. The establishment of the first national preventive mechanism in Kazakhstan in July 2013 followed years of OHCHR advocacy and technical advice, including from the Special Rapporteur on the question of torture and the Subcommittee on Prevention of Torture and other Cruel, Inhuman or Degrading Treatment or Punishment.

(c) *Increased outreach in the provision of mutually agreed assistance, including to remote areas, through advisory services and technical cooperation, to promote and protect all human rights*

720. OHCHR extended regular advisory services to Governments, national human rights institutions and civil society organizations on various human rights issues. As a result of the Office's technical assistance to the Government of Sri Lanka, the

Government developed a national plan of action for implementing recommendations contained in the report of the Lessons Learned and Reconciliation Commission; released a significant number of security detainees; and returned the majority of internally displaced persons. OHCHR continued to integrate human rights into national development planning in Ecuador and to ensure credible and rights-based security sector reform in Côte d'Ivoire and tools for a human-rights-based approach in the European Union. The Office pursued close contacts with regional organizations such as the Council of Europe, African Union human rights institutions, the Central American Integration System, United Nations departments and agencies, governmental institutions, national human rights institutions and civil society organizations and with parliamentarians, members of academia and human rights activists, and produced thematic studies on specific areas of human rights interest.

(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States

721. The United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region, in Doha, developed a regional training programme for journalists in cooperation with media outlets and regional and international organizations, including UNESCO. Human rights education was furthered with the opening of human rights resource centres in Malawi, Mozambique and South Africa. The Office's preliminary report on the most serious human rights violations affecting persons with albinism contributed to the request of the Human Rights Council for further study. The Human Rights Masters Programme in the Russian Federation enhanced the human rights culture through practical education, research and institutional partnership. OHCHR formulated an intervention protocol for the national human rights institutions in Panama to address racial discrimination against indigenous peoples and persons of African descent, and drafted a Latin American model protocol for the investigation of gender-based killings of women.

(e) Enhanced capacity of United Nations country teams and United Nations peacekeeping operations and peacebuilding activities to assist requesting countries in their effort to develop national human rights protection systems, in accordance with the guiding principles of this programme

722. OHCHR provided support to country teams on advising on and assisting in the implementation of the United Nations mechanism recommendations. The Office strengthened contacts with country teams in countries in which it had no presence (English-speaking Caribbean countries, Belarus, Turkey and Uzbekistan) and deployed human rights officers to a peacekeeping mission in Mali. It took part in the formulation of the common approach to resilience-building in the Sahel and contributed significantly to the inclusion of a human-rights-based approach throughout the United Nations integrated strategy for the Sahel. In 2013, OHCHR deployed two new human rights advisers, to the country teams in Maldives and Timor-Leste, within the framework of the UNDG human rights mainstreaming mechanism and the strategy for the deployment of human rights advisers. OHCHR provided support to the human rights theme groups of the country teams in Indonesia, Malaysia, Myanmar and Thailand, and regularly exchanged information

with UNHCR, the Office for the Coordination of Humanitarian Affairs and the Global Protection Cluster.

(f) Enhanced OHCHR role in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights

723. OHCHR contributed to the establishment and operationalization of five commissions of inquiry, to the Democratic Peoples' Republic of Korea (1), to Libya (1) and to the Syrian Arab Republic (3) as well as to four fact-finding missions mandated by the Human Rights Council. The Office strengthened its monitoring and reporting capacity through the deployment of human rights officers to countries in which the human rights situations had been deteriorating (the Central African Republic, Guinea, Jordan, Kenya, Lebanon, Mali, Myanmar and South Sudan). OHCHR engaged the United Nations Operations and Crisis Centre to establish a single crisis management and response venue able to systematically collect, analyse and disseminate information in order to foster understanding and anticipation of crises on the part of senior United Nations leaders. As lead/co-lead of the Global Protection Cluster, OHCHR coordinated responses to protection of civilians and humanitarian issues, as well as the consolidated appeal process and humanitarian programme cycle for the Cluster in various countries, including Haiti, the Niger, Myanmar, the Philippines and Yemen.

(g) Timely and effective assistance to requesting States to assist them in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review

724. OHCHR continued to mainstream the universal periodic review process into its planning, programming and activities in order to strengthen its support for Member States in the implementation of their human rights obligations and commitments. The Office conducted assessment missions to support follow-up to the universal periodic review process at the country level. It indexed more than 20,000 recommendations from the first review cycle in the Universal Human Rights Index. The Office strengthened strategic partnerships to provide more effective support for review follow-up at the country level, particularly of least developed countries and small island developing States. OHCHR developed a strategic framework to operationalize the Voluntary Fund for Financial and Technical Assistance in the implementation of the universal periodic review process. In early 2013, the Voluntary Fund supported the convening of a subregional workshop on follow-up to the universal periodic review in South-East Asia, to identify good practices in follow-up efforts at the country level.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

(a) Prompt and effective provision of strengthened technical and expert support and advice to the Human Rights Council, its subsidiary bodies and mechanisms

725. The timely submission rate for OHCHR documents during the biennium 2012-2013 showed substantial improvement compared with the previous biennium, which

was a result of internal management decisions and measures taken over the past few years to improve compliance with submission deadlines. States members of the Human Rights Council were surveyed during the twenty-fourth session of the Council, in September 2013, to assess their satisfaction with the support provided by the OHCHR secretariat. Of the 47 member States, 20 (42.5 per cent) replied to the survey. Of those that responded, 85.5 per cent expressed satisfaction with the support provided.

(b) Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework

726. All 48 member States submitted their national reports and took part in the second universal periodic review cycle in 2013 as planned, despite a rescheduling request by one State. Full participation was ensured through the commitment of States and substantive and technical support from OHCHR. In 2013, the secretariat responded to requests from 17 States for the financing of the travel of developing country delegations and their participation in the Working Group on the Universal Periodic Review through its voluntary fund. Information meetings were organized to brief delegations on the modalities of the Working Group, which provided an opportunity to exchange views and concerns. The secretariat also assisted the President of the Council in the preparations for a meeting with the representatives of small island developing States with a view to encouraging their participation in the universal periodic review mechanism.

(c) Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights standards and timely advice for addressing gross and systematic violations of human rights

727. The Special Procedures Division continued to provide substantive and logistical support for an increasing number of mandates and mandated activities. In 2013, special procedures mandate holders visited 79 countries and issued 528 communications to 117 States. In the course of 2012-2013, special procedures sent 1,131 communications, of which some 70 per cent were issued jointly by several mandate holders, concerning 2,828 individuals, 19 per cent of whom were women. The rate of response to communications from States was approximately 40 per cent. They submitted 297 reports to the Human Rights Council, of which 129 pertained to country visits by mandate holders and 68 were reports to the General Assembly. Dedicated support provided to the Coordination Committee of Special Procedures resulted in enhanced working methods, including the approval of an internal guide for mandate holders, and increased awareness of special procedures within and outside the United Nations.

(d) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances

728. The Complaint Procedure Unit screened 37,927 communications received during 21 months of the biennium, 7,527 of which were considered by the Working Group on Communications, which resulted in the transmission of 5,007

communications to the Working Group on Situations for action. Nine were further referred to the Council for confidential consideration. For the first time, the Council recommended that OHCHR provide technical cooperation and advisory services to two States concerning five situations. All communications received in English and French were submitted on time for consideration by the Council and its working groups at closed sessions, which allowed the members to consider the communications in a timely manner. Some communications submitted in languages other than the six official United Nations languages experienced delays, as the secretariat had to request their resubmission in an official language. Delays were also observed in the consideration of communications received in Arabic, Chinese and Russian, owing to translation service constraints.

(e) Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council, its subsidiary bodies and mechanisms

729. Assistance to States in preparing for the universal periodic review process was postponed in 2012, following a decision to review a possible merger of the trust fund for participation with the trust fund for the implementation of universal periodic review recommendations. In a recent review of the Human Rights Council, member States indicated their preference for the maintenance and strengthening of the trust fund for participation. The Office contributed to stakeholders' participation in the universal periodic review sessions through an accreditation process and, in collaboration with the Civil Society Unit, enabled stakeholders to organize side events during the 2012 Working Group sessions. Partnerships with intergovernmental organizations, including the International Organization of la Francophonie and the Commonwealth of Nations, continued during the biennium. The special procedures continued to engage in regional and national consultations aimed at developing guiding principles and best practices in thematic areas, as mandated by the Human Rights Council and the General Assembly.

Section 25
International protection, durable solutions and assistance to refugees

Highlights of programme results

UNHCR continued to support the sustainability of returns, local integration projects and regional development efforts to improve the protection situation and living conditions for local communities and displaced persons alike. Strengthening the prevention of and response to sexual and gender-based violence against refugees and enhancing the implementation of the education strategy were key areas pursued in 2013. There were 38,688,186 persons of concern to UNHCR by mid-2013. Major emergencies occurred in the Central African Republic, the Philippines, South Sudan and the Syrian Arab Republic. Globally, more than 987,455 people fled their countries to seek refuge abroad, with hundreds of thousands more displaced internally. Partnerships were further strengthened, including through a structured dialogue with non-governmental organizations and the International Federation of Red Cross and Red Crescent Societies. The sixth High Commissioner's

Dialogue on Protection Challenges, held in December 2013, highlighted the distinct challenges surrounding protection and solutions for internally displaced persons and resulted in concrete suggestions on the protection of displaced persons in emergencies, particularly in out-of-camp and urban areas, durable solutions, legal instruments and policies, and partnerships.

Challenges and lessons learned

The continued outflows of Syrian refugees into neighbouring countries and beyond continued to pose enormous challenges both for the humanitarian agencies and for Governments and host communities. Resources were further stretched by the occurrence of a multitude of other emergencies. Events in the Central African Republic, the Democratic Republic of the Congo, Mali, the Philippines, Somalia and the Sudan displaced hundreds of thousands. Meanwhile, UNHCR remained engaged in dealing with the aftermath of past displacement situations, some of which became protracted, as no solution had been found. This placed enormous stress on the organization's human and financial resources.

Output implementation rate

730. The above-cited results are based on the implementation of 100 per cent of 340 mandated, quantifiable outputs.

731. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 25)).

Programme
International protection, durable solutions and assistance to refugees

(a) Improved overall protection environment for refugees and others of concern

732. During the biennium, UNHCR carried out activities to strengthen normative and institutional frameworks, build and ensure the proper functioning of asylum systems and reinforce capacities to deal with the increasing number of applications for refugee status. Of equal importance were efforts to prevent refoulement and advocate the implementation of alternatives to detention. The Office supported legislative processes by providing expert advice, analysis and commentary on draft laws. Building on the momentum created by the 2011 anniversary of the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness, UNHCR placed particular emphasis on bilateral discussions with States, which pledged to accede to the Conventions. By the end of 2013, there had been 85 and 137 accessions, respectively, to those instruments.

(b) *Refugees and others of concern are treated fairly and efficiently when seeking protection, and receive adequate documentation*

733. Over the past decade, shrinking protection space in countries of origin, transit and asylum has contributed to a steady increase in the number of asylum seekers. UNHCR has been required to significantly increase its refugee status determination activities worldwide. In 2013, the Office continued to conduct individual refugee status determination under its mandate in more than 60 countries in which national asylum procedures did not exist or could not be considered fully functional. In many countries, UNHCR conducted individual refugee status determination jointly with Governments or provided technical or other support to Governments. Strengthening its own capacity in this core protection function and promoting ownership on the part of States and building their capacity with respect to determining the refugee status of asylum seekers on their territories remained important priorities.

(c) *Increased safety from violence and exploitation for refugees and others of concern, especially women and children*

734. Support for survivors of sexual and gender-based violence included medical care (including clinical care for rape survivors), psychosocial support, safe shelter, material assistance, legal aid and referral to education and livelihoods programmes. The Office's strategy on sexual and gender-based violence against refugees was being implemented in several countries and highlighted the protection of children, persons with disabilities and lesbian, gay, bisexual, transgender and intersex persons; persons at risk of survival sex; safe access to domestic energy; and the transformative role of men and boys in preventing sexual and gender-based violence. UNHCR also continued to place special focus on the situation of unaccompanied and separated children.

(d) *The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition*

735. UNHCR, together with partners and in close collaboration with the affected communities, provided for a broad spectrum of basic services for the refugees under its care. At the end of 2013, data collected through its health information system showed that 107 out of the 112 monitored sites (96 per cent) had acceptable under-five mortality rates. Access to education remained uneven across regions and settings, particularly for girls. The UNHCR education strategy for 2012-2016 will help the Office address this gap, increasing access to quality education, in partnership with ministries of education, United Nations agencies and non-governmental organizations. Within the framework of an inter-agency response, UNHCR also engaged in protection activities and the provision of assistance and support for access services in situations of internal displacement.

(e) *Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted*

736. UNHCR continued to make concerted efforts to increase women's representation among refugees and internally displaced persons in leadership and management structures that represent their interests and influence decisions affecting them. Across the world, UNHCR continued to empower women leaders

through leadership capacity-building activities, prioritizing livelihood projects specifically targeting women, and recruiting and training female outreach volunteers. However, refugee and internally displaced women remain underrepresented, and most operations have yet to meet the goal of 50 per cent representation by women in leadership and management structures. Progress towards that goal is slow, and, given the crucial linkages between women's participation in decision-making and their enjoyment of basic human rights, improving women's participation and leadership remains high on the Office's agenda. It is also the theme of the 2014 annual consultations between UNHCR and non-governmental organizations.

(f) Progress in finding durable solutions for refugees supported by sustained international cooperation

737. The comprehensive solution strategies developed during the biennium in various countries such as Ecuador and Zambia are leading to the increased involvement of other actors in strengthening self-reliance, increasing out-of-camp options and supporting national authorities in providing basic services. An initiative undertaken with the World Food Programme supports one of the key components of any solutions strategy: reducing dependency on aid and increasing self-reliance. In eastern Sudan, UNHCR, UNDP and the World Bank are collaborating through the Transitional Solutions Initiative to support host populations and refugees who have lived in the area for decades. Together with promoting increased resettlement opportunities, the objective is to facilitate self-reliance and social cohesion in communities, and ultimately to enable the remaining refugee camps to make the transition to self-sustaining villages.

(g) Strengthened partnership and emergency response capacity to provide the fullest possible coverage of the needs of persons of concern

738. The steps and actions taken in 2012 to strengthen professionalized logistics and supply chain management for core relief items continued in 2013, including the strengthening of the management of global strategic stockpiles. UNHCR maintained a global stock level of core relief items for 600,000 persons in order to be able to respond to new emergencies. Given the increasing number of emergencies globally in 2013, the Office temporarily increased the capacity of the global preparedness stock level of core relief items to sufficient quantities for 900,000 persons, particularly to meet needs in the Syrian Arab Republic and respond to other emergencies on different continents.

739. UNHCR was also actively engaged in responding to system-wide responses to large-scale humanitarian emergencies, carrying out its agreed cluster lead responsibilities in the areas of protection, emergency shelter and camp coordination and management within the broader response framework and following the new coordination model developed under the Transformative Agenda.

Section 26
Palestine refugees

Highlights of programme results

During the biennium, UNRWA financed 55,943 loans valued at $66.98 million, with 37 per cent of loans extended to women. Policies and strategies were set in place with regard to teachers, inclusive education, human rights and curricula, together with capacity development programmes for teachers and other education staff. The social safety net programme continued to provide nearly 300,000 poor Palestine refugees with direct assistance on a quarterly basis. The Agency's Eligibility and Registration Division continued to protect the status of 5 million Palestine refugees and their entitlements to UNRWA services. During the biennium, more than 1,000 shelters were rehabilitated, repaired or reconstructed, which benefited approximately 1,044 families under the social safety net programme.

Considerable progress was achieved in developing a strategic and policy framework on protection, which contributed to an improvement in the protection "quality" of service delivery and the development of responses to specific protection gaps. UNRWA increasingly established itself as a credible voice to raise awareness about protection issues affecting Palestine refugees and advocacy interventions vis-à-vis relevant authorities and stakeholders.

Challenges and lessons learned

Ongoing conflict in the Syrian Arab Republic continued to pose significant security and logistical challenges, especially for the immunization programme in that country. Outbreaks of infectious diseases, mainly polio in the Syrian Arab Republic, increased the workload of UNRWA staff at the regional level as the need grew for additional immunization campaigns to prevent and control future outbreaks. A major challenge facing the Microfinance Department was the warlike conditions in the Syrian Arab Republic, which resulted in reduced outreach, significant financial losses, staff rationalization and the destruction and closure of four branch offices. To compensate for this, the programme opened three new offices in safer areas of the Syrian Arab Republic and is now in the process of growing its portfolio in those areas. The impact of the ongoing conflict in the Syrian Arab Republic on the region was significant for Palestine refugees, and in the future, continued financial restrictions may threaten the provision of quality education.

740. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 26) and Corr.1).

Subprogramme 1
A long and healthy life

(a) Universal access to quality, comprehensive primary health care

741. In line with global standards and WHO recommendations, UNRWA sought to achieve a decrease in the antibiotic prescription rate. In recent years, that rate has declined steadily, from 27 per cent in 2010 to 23.7 per cent as of December 2013, exceeding the established target of 25 per cent. A more refined monitoring tool was developed through the e-health system, and further reduction is expected after the implementation of the family health team.

(b) Sustained protection and promotion of family health

742. The Agency carried out a set of innovations aimed at reducing infant mortality. Those initiatives included: (a) folic acid supplementation for all pregnant women of reproductive age attending UNRWA health centres; (b) newborn screening for congenital metabolic and endocrinological diseases, in collaboration with host countries in Jordan, the West Bank and Gaza; (c) educational pamphlets on newborn care; (d) monitoring of the growth and development of infants and children, with coverage expanding from 0-3 years up to 5 years, through the introduction of the newly developed WHO standards; (e) the introduction of a comprehensive home-based and educational record (a maternal and child health handbook) in all fields; (f) the promotion of safe deliveries; (g) the revision of child health-care technical instructions to introduce new interventions aimed at improving child health; and (h) the introduction of pre-conception care as an integral component of maternal care to reduce congenital malformations and prematurity.

(c) Ensured prevention and control of diseases

743. The health programme has prevented the occurrence of vaccine-preventable outbreaks among children and helped to strengthen the immunity among that vulnerable group of refugees. During the biennium, the routine immunization programme continued at all UNRWA health centres. Furthermore, the occurrence of polio cases in the wake of the Syrian crisis, coupled with an increase in cases of measles and rubella among refugees and displaced persons, necessitated more than one round of childhood immunization campaigns, which were conducted in cooperation with host health authorities in all fields.

744. The percentage of shelters connected to the public sewerage network was reduced from the 93 per cent reported in December 2012 to 84.5 per cent in December 2013. During the most recent survey, it was found that many shelters were connected to the "informal network", which, in order to function efficiently, needs to be either replaced or reconstructed.

Subprogramme 2
Acquired knowledge and skills

(a) Universal access and coverage of basic education

745. There were 491,641 students enrolled in UNRWA schools in the 2012/13 school year, of whom approximately 49.94 per cent were girls. According to preliminary data, the drop-out rate decreased overall in the elementary and preparatory cycles compared with the 2011/12 school year. Concretely, this means

that, if those values are maintained in future years, approximately 84 fewer students now entering the first grade are expected to drop out at the elementary level, with a total of 341 fewer students expected to drop out before the ninth grade. These results reflect improvements in all cycles and for both genders in the West Bank, an increase in the survival rates for both genders in basic education in Jordan, and an increase in the survival rate for boys in Lebanon. As dropout values for Gaza were not yet available, the above was calculated assuming that its dropout rates would be stable. Data from the Syrian Arab Republic were not available.

(b) Educational quality and outcomes against set standards are enhanced

746. For many years, UNRWA students in most fields have been outperforming their peers in government schools in national and international tests such as the Programme for International Student Assessment (PISA) and Trends in International Mathematics and Science Study (TIMSS). No test, however, is systematically administered in all fields, which prevents field comparisons. The UNRWA Monitoring of Learning Achievement (MLA) tests were developed to ensure regular, Agency-wide evaluation of the performance of UNRWA students in Arabic and mathematics. The 2013 MLA was administered in May for all UNRWA students in the fourth and eighth grades, with data entry carried out during the summer. An analysis of the MLA results available in December 2013 indicates that 46 per cent of UNRWA students perform at or above the expected level of achievement.

Subprogramme 3
A decent standard of living

(a) Reduced poverty among the poorest Palestine refugees

747. UNRWA continued to implement the proxy means test formula to identify those Palestine refugees most in need of assistance. The Jordan field pressed forward even further with that approach by focusing its efforts on refugees who were unable to meet their most basic food needs. Although this required the field to remove from the programme refugees who were unable to meet basic needs other than food, the decision was taken in the light of the fact that 9,000 abject poor Palestine refugees had been identified and were on a waiting list for assistance.

(b) Inclusive financial services and access to credit and savings facilities are increased

748. During 2012-2013, a total of 59,433 loans were financed in the West Bank, Gaza, Jordan and the Syrian Arab Republic, valued in total at $66,976,569. Loans offered by the Microfinance Department helped to build business assets, increase the working capital of clients and contribute towards household consumption and household needs. Seven loan products were offered for business expansion, consumption and household needs in order to create employment opportunities and contribute to the empowerment of Palestine refugees, women and youth and to the mitigation of poverty.

(c) Enhanced skills and improved access to employment for Palestine refugees

749. The Technical and Vocational Education and Training Programme strategy was developed in 2013. There was a decrease in the male employment rate (87.4 per cent in 2011, compared with 83.2 per cent in 2013) and an increase in the female

employment rate (71.9 per cent in 2011, compared with 75.6 per cent in 2013); as a result, the gender gap in terms of employment rates narrowed. In addition, trends were different according to field, with significant increases in female employment rates in Gaza and Lebanon, but decreases in the West Bank and Jordan. The difference between male and female employment rates related primarily to the difference in the percentages of males and females obtaining employment that was not specifically related to the focus of the training that they had received.

(d) Sustained camp development and upgraded substandard infrastructure and accommodation

750. Results for this indicator are driven by project funding, which in general was very limited in all fields of operation. Owing to available funding, the shelter rehabilitation programme continued its work in Lebanon (at Ein Al-Hilweh, Rashidieh and other camps), Jordan (at Husn and Talbiyeh) and the West Bank. In the Syrian Arab Republic, owing to the hostilities and the political situation, no shelters were rehabilitated in 2013. During the biennium, 848 shelters were rehabilitated for 848 social safety net families in Lebanon, 168 shelters were reconstructed for 209 social safety net families as part of a major rehousing project in Gaza (158 of them as part of a Japanese project and the remaining 10 as part of a Dutch project), and 54 shelters for social safety net cases were repaired under a Canadian International Development Agency project. In total, 12,279 families benefitted from the emergency shelter programme in Gaza.

(e) Rights of Palestine refugees are safeguarded and advanced

751. The Agency's advocacy work on behalf of the rights of Palestine refugees resulted in a rate of positive responses by the authorities to UNRWA interventions of 58 per cent (compared with the 12-month interim value of 37 per cent), indicating further improvement during the biennium. At the international level, UNRWA continued to raise awareness of issues affecting the rights of Palestine refugees, including through the provision of briefings to donors and the diplomatic community, input to international human rights mechanisms, cooperation with other United Nations agencies and public advocacy.

752. In terms of protection mainstreaming, the result of 49 per cent indicated significant improvement compared with the 12-month interim value of 37 per cent, but remained slightly below the overall target of 70 per cent. The low overall result may well be linked to an actual increase in staff understanding of the concept of protection, and thus in their greater aspirations, critical understanding and awareness of the scope for improvement, compared with the previous biennium.

(f) Strengthened capacity of refugees to formulate and implement sustainable social services in their communities

753. The community-based organization assessment tool measures the capacities of such organizations in three areas: governance, financial management and technical capacity to deliver social services. The tool gives staff a means by which to develop plans in partnership with community-based organizations and to measure their progress towards improved service provision and sustainability. The baseline found the performance level of community-based organizations to be 65 per cent, and while there was a significant increase in their performance in 2012, it tapered off in

2013 by 5 per cent. While not a significant decrease, that raises questions about the ability of UNRWA to effect long-lasting change among organizations independent of the Agency.

(g) Palestine refugee registration and eligibility for UNRWA services are in accordance with relevant international standards

754. During the biennium, the Agency maintained the same level of inscriptions meeting UNRWA standards. All new inscription applications were studied by four different staff members in the field, including senior staff, before being sent to headquarters, where the application was again considered by two staff members, including the Director of Relief and Social Services. In 2011, the Refugee Registration Information System was rolled out in its entirety, greatly improving the Agency's ability to monitor eligibility and registration transactions and to discern where problems might be arising in the review and approval processes. Initial assessments showed that the fields' scrutiny of new refugee applications in the System was on par with the Agency target.

Section 27
Humanitarian assistance

Highlights of programme results

The Office for the Coordination of Humanitarian Affairs hosted two high-level Global Humanitarian Policy Forums during the biennium, bringing together humanitarian experts to discuss global challenges and best practices. The Office significantly revised its emergency response procedures, strengthened its surge capacity mechanisms at Headquarters and the regional level, and reconfigured its structures to provide more timely and effective support for collective humanitarian action.

The Central Emergency Response Fund continued to provide a rapid and reliable source of funding, with the flexibility to respond to a diverse and challenging range of humanitarian emergencies. Extensive global consultations were conducted to develop the post-2015 framework on disaster risk reduction, leveraging six multi-stakeholder regional platforms and convoking 3,500 actors at the fourth session of the Global Platform for Disaster Risk Reduction. Disaster risk management was recognized as integral to sustainable development in outcomes of the United Nations Conference on Sustainable Development. The Office provided substantial support to field offices on their reporting and produced more than 270 public maps.

Challenges and lessons learned

Even as the Transformative Agenda addressed some of the challenges implicit in the humanitarian system, it was recognized that that system encompassed only a limited range of humanitarian actors on the ground. Continuing to build on existing relationships and create new links with a diverse range of partners remained a challenge. Humanitarian actors are working in increasingly complex, high-risk and politicized environments, which have affected the ability of both individual actors and the system as a whole to deliver. Internal emergency response instructions were being prepared on the basis of lessons learned from various simulation exercises and ongoing emergencies.

Output implementation rate

755. The above-cited results are based on the implementation of 98 per cent of 310 mandated, quantifiable outputs.

756. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 27)).

Executive direction and management

(a) Programme of work is effectively managed and supported within the available human and financial resources

757. During the biennium, the Office for the Coordination of Humanitarian Affairs actively utilized a roster of candidates and a recruitment tool in Inspira to efficiently fill its vacancies. As a result, the general field vacancy rate was lowered from 8.1 per cent in June 2012 to 7 per cent at the end of 2013. Key posts, most notably Head of Office posts in field missions to countries affected by complex emergency situations, were also filled. Over the past few years, the Office has instituted measures to ensure more realistic and disciplined budgeting to keep its growth trajectory in line with both its strategic priorities and projected donor income. Monthly income and expenditure reports were prepared for programme managers across the field and the headquarters, contributing to sound financial management through systematic monitoring and expenditure review.

(b) Ensure policy coherence in the management of the United Nations multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination

758. The Office continued to ensure policy coherence in the management of multidimensional activities in peace, security, peacekeeping and humanitarian assistance and coordination in various forums. One important example was its coordination and briefing of the informal Security Council expert group on the protection of civilians, especially on issues related to extension of the mandates of political and peacekeeping missions in the field. That advice helped the expert group to take protection concerns into consideration when designing political and peacekeeping mandates. The Office carried out well over 20 such briefings to the Council.

Subprogramme 1
Policy and analysis

(a) Improved coordination with organizations and entities of the United Nations system, as well as the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, the International Organization for Migration and relevant non-governmental organizations

759. In 2012, the Inter-Agency Standing Committee agreed on the Transformative Agenda to improve system-wide response in large-scale emergencies. Five protocols were endorsed by the Committee principals that set the parameters for improved collective humanitarian action with regard to coordination, leadership, surge capacity and common messaging. Another three protocols were developed in 2013, addressing improved surge capacity through the Inter-Agency Rapid Response Mechanism; a Common Framework for Capacity Development for Emergency Preparedness; and an Operational Framework for Accountability to Affected Populations. The field implementation of the Transformative Agenda protocols started in selected countries. The first system-wide emergency activations were declared for the humanitarian situation in the Syrian Arab Republic, Typhoon Haiyan in the Philippines and the armed conflict in the Central African Republic.

(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development

760. During the biennium, inter-agency real-time evaluations of humanitarian responses were undertaken in Ethiopia, Kenya and Somalia and a lessons learned exercise was conducted in the Sahel. The evaluations resulted in 45 recommendations for the improvement of the ongoing humanitarian operations, 44 of which have been accepted by the humanitarian country teams.

(c) Improved capacity by United Nations humanitarian coordinators for the protection of civilians

761. During the biennium, resident coordinators and humanitarian coordinators received formal training on how to use international legal frameworks in humanitarian advocacy. In addition, a range of services such as mentoring, coaching and other learning support were provided. There was an increased emphasis on the selection of resident and humanitarian coordinators with strong humanitarian profiles and the skills needed to respond to concerns regarding the protection of civilians. The Office continued to roll out the "Rights up front" action plan, which has a potential to offer effective means to de-escalate conflict and limit the human and financial costs of humanitarian crises.

Subprogramme 2
Coordination of humanitarian action and emergency response

(a) Improved response to humanitarian emergencies by all United Nations operational agencies

762. A total of 144 surge deployments were carried out through the mechanisms managed by the Surge Capacity and Logistics Section, including the senior surge roster, in 2013, which represented the busiest year yet for the Section, compared

with 91 deployments in 2012. In 2013, the Section responded to an unprecedented three level III and two corporate emergencies. For the first time, the Office for the Coordination of Humanitarian Affairs activated its senior surge roster. Throughout these emergencies, the Office's massive mobilization of surge support, successfully managed transitions and handover to regular recruitments and provided humanitarian response operations with stability, at both the operational and leadership levels. The senior surge deployments were central to demonstrating the Office's implementation of the Transformative Agenda. The contribution of the Office to the Inter-Agency Rapid Response Mechanism was well received and ensured essential operational stability in crisis-affected areas. The Section also played its role as Mechanism secretariat, mapping the coordination capacity in level III emergencies for the humanitarian community.

(b) Increased availability and flexibility of extrabudgetary resources for humanitarian activities

763. In 2013, 23 appeals managed by the Office for the Coordination of Humanitarian Affairs requested a total of $8.87 billion from donors on behalf of the humanitarian community. Extrabudgetary humanitarian contributions were slightly higher than in 2012. However, overall coverage remained at the same levels of 62 per cent and $3.34 billion in unmet requirements. Compared with the biennium 2010-2011, total funding for humanitarian interventions decreased by $2.68 billion.

(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies

764. During the biennium, the Central Emergency Response Fund received $806 million in contributions. The Fund provided assistance to 62 countries over the course of the biennium, with 88 countries receiving assistance since its inception in 2006.

Subprogramme 3
Natural disaster reduction

(a) Increased capacity and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disaster and reduce disaster risk

765. A breakthrough achievement was accomplished during the biennium in addressing the interplay between disaster risk reduction and sustainable development. At the United Nations Conference on Sustainable Development, disaster risk management was embedded in the outcome document, entitled "The future we want" (General Assembly resolution 66/288, annex), as an imperative for sustainable development. The United Nations Office for Disaster Risk Reduction led a process with 29 United Nations organizations to develop the United Nations Plan of Action on Disaster Risk Reduction for Resilience, which was adopted by the Chief Executive's Board for Coordination in March 2013. The implementation of the Hyogo Framework of Action was steady, as evident in the progress review reports submitted by the countries through the self-assessment platform. The Office also established the process for the extensive consultations leading to a successor post-2015 framework for disaster risk reduction.

(b) Increased national capacities for post-disaster recovery planning at all levels

766. The United Nations Office for Disaster Risk Reduction strengthened its advocacy among key change agents, convening practitioners and thought leaders at various levels, and expanded the disaster risk reduction evidence base. The outcome report that the Office released to all national platforms as a result of the global review undertaken during 2012-2013 presented important concrete and practical recommendations for Governments and national platforms aimed at enhancing the national coordination and implementation of disaster risk reduction in support of strategic national planning and effective governance. The Office's work through the "Making cities resilient: my city is getting ready" campaign resulted in a substantially increased profile of the work of local governments in reducing disaster risks. With 1,640 cities in 98 countries, 60 partners and 40 advocates, the campaign spearheaded the issue of urban risk reduction and resilience. At the national level, the Office worked with resident coordinators and country teams to integrate disaster and climate change risk management into development action frameworks.

(c) Increased level of investments for disaster reduction and recovery programmes and projects

767. As a result of a recommendation for the development of disaster risk reduction tools and strategies, made at the Group 20 Summit, the United Nations Office for Disaster Risk Reduction collaborated with OECD and the World Bank to produce the Group of 20/OECD methodological framework on disaster risk assessment and risk financing. The framework helps finance ministries and other governmental authorities to develop more effective disaster risk management strategies, including financial strategies. A three-year initiative to support 40 countries in risk-proofing their public investments was launched by the Office and the European Commission. The first year saw the creation of 15 disaster loss databases in three regions, 12 risk assessments and the generation of materials to mainstream disaster risk reduction into public investment, land use planning and climate change adaptation, providing decision makers with the information and evidence needed to make risk-informed investment decisions.

Subprogramme 4
Emergency support services

(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information

768. The United Nations Disaster Assessment and Coordination Team carried out eight disaster response missions in 2012 and four in 2013, in addition to numerous activities aimed at enhancing national and regional preparedness. All emergency response missions of the team were deployed within 48 hours of the request, in accordance with standard operating procedures. The number of personnel deployed in 2013 stayed at the same level as in the previous year, reflecting the high number of staff deployed to the Philippines.

(b) Enhanced capacity and preparedness of national and international emergency/ disaster management networks and partnerships in order to respond to disasters and emergencies

769. The United Nations Disaster Assessment and Coordination Team continued to work closely with its partners in emergency response and to deploy disaster preparedness missions and facilitate awareness training. Among the partnerships were networks of bilateral donors and non-governmental organizations, including the International Humanitarian Partnership, the Asia-Pacific Humanitarian Partnership, the Americas Support Team, MapAction and Telecoms sans Frontieres. In 2013, the Global Disaster Alert and Coordination System further strengthened its relationship with stakeholders in more than 63 field and simulation exercises at the request of 18 Governments and three regional organizations.

Subprogramme 5
Humanitarian emergency information and advocacy

(a) Enhanced awareness of and regard for humanitarian principles and concerns

770. During the biennium, the Office for the Coordination of Humanitarian Affairs placed emphasis on developing the concept of communication with affected communities, especially in the Philippines, to better harness the potential of new technologies and social media. Through increased cooperation with data networks, analytical products such as maps were produced faster and could be used in real time for advocacy purposes. Social media coverage for World Humanitarian Day in 2012 reached more than 1 billion people around the globe with the awareness message and a call for financial support. Key messages from the Emergency Relief Coordinator continued to provide strategic communications advice to humanitarian partners on issues related to acute crises or chronic emergencies.

(b) Strengthened partnerships with members of the humanitarian community for information-sharing, coordination and standardization

771. In 2012, the Office for the Coordination of Humanitarian Affairs conducted a review of existing information management systems that resulted in the convening of two week-long sessions to advance the development of the common request format and the humanitarian response emergency site. Once fully implemented, the common request format will increase the ability of the Office to effectively gather, aggregate and manage information from clusters in the field to provide client-focused coordination services and related information products to the humanitarian community, such as the humanitarian dashboard, the situation report, the "Who, what, where (3W)" database and other information products and services. In 2012 a new website (https://www.humanitarianresponse.info) was launched, providing operational agencies with a platform for the sharing of information. By the end of 2013, the platform was live in 25 countries and regional offices. The ReliefWeb service registered more than 20 million visits from 238 countries and territories during the biennium. More than 90,000 reports on 179 disasters and 237 countries and territories were published during the biennium.

Section 28
Public information

Highlights of programme results

The Department of Public Information continued to increase the reach of its communications through both traditional media channels and newer platforms during the biennium, thereby connecting with more diverse and younger audiences. Interest in United Nations activities on social media grew substantially, as evidenced by more than 10 million followers on social media platforms such as Twitter, Google+ and Weibo. Downloads and digital purchases of United Nations publications and mobile applications exceeded 2 million. The average number of monthly page visits reached 4.7 million on the United Nations website and 1.2 million on the websites of the United Nations Information Centres. The Centres contributed to the Department's commitment to multilingualism by producing informational materials in 43 local languages, including four indigenous languages. The Department increased its reach to media organizations and other clients, with the number of radio and TV stations broadcasting United Nations programmes rising to almost 800, covering 149 countries. Significant increases in downloads of TV programmes were driven mainly by the popularity of UNifeed daily news packages. In a continuous effort to increase the number of its relationships with partners, the Department exceeded the target set for 2013, with the number of partnerships surpassing 3,000.

Challenges and lessons learned

With the increased popularity of social media platforms, the Department is finding ways to efficiently manage the interactive content on its sites by acquiring content and risk management tools. Given the rapid growth of output and audiences and the expanding access to new and faster media platforms, continuing efforts are needed to ensure timely production in all areas and the resources required to meet these demands. The Department was not able to increase the number of associated non-governmental organizations from developing countries and countries in transition, as no annual conference of the Department of Public Information for non-governmental organizations was held in 2012 or 2013. It will be important going forward to organize such a conference, as it provides an opportunity to associate new non-governmental organizations from a broader range of countries.

Output implementation rate

772. The above-cited results are based on the implementation of 77 per cent of 224 mandated, quantifiable outputs.

773. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 28) and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

774. During the biennium, the Department of Public Information submitted its proposed programme budgeting and programme performance reporting as well as all its official documents, such as reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the slotted deadlines. This was made possible mainly by adhering to a timeline agreed upon in advance with subprogramme focal points.

(b) Increased timeliness of submission of documentation

775. The Department submitted all its official documents, such as reports of the Secretary-General and documents for the Committee on Information and the Special Political and Decolonization Committee, on or before the slotted deadlines. This was made possible mainly by adhering to a timeline agreed upon in advance with subprogramme focal points.

(c) A strengthened culture of communication and coordination in public information within the Secretariat and among United Nations system partners

776. The United Nations Communications Group, a United Nations system-wide organization chaired by the Department of Public Information, remains a central platform for strengthening communications. The Group held its annual meetings in 2012 and 2013. A clear majority of participants agreed that the meetings were relevant to their organizations' activities. The meetings provided a forum for the exchange of communication strategies on priority themes such as the United Nations Conference on Sustainable Development and the period beyond 2015, as well as the discussion of emerging trends such as social and mobile media usage. Participants praised the Group for providing concrete learning that benefited their organizations.

Subprogramme 1
Strategic communications services

(a) Improved quality of media coverage on the thematic priority issues

777. During the biennium, the subprogramme assessed three campaigns: the special event to follow up on efforts made towards achieving the Millennium Development Goals; the International Day for the Elimination of Racial Discrimination; and the United Nations Conference on Sustainable Development. A total of 5,536 media clippings were analysed. The analysis revealed that the Organization continues to be a key driver of media coverage. High-profile events such as the United Nations Conference on Sustainable Development and the special event on the Millennium Development Goals are more recognizably "branded" as United Nations conferences compared with other conferences of their type. The 2012 United Nations Conference on Sustainable Development, for example, was deemed by media outlets to be the largest United Nations conference ever held. United Nations messages are more prolific in smaller-scale campaigns such as the 2013 International Day for the Elimination of Racial Discrimination, which had a 73 per cent message pick-up rate. Strategic partnerships with high-profile celebrities/spokespersons create synergies, amplifying the voice of the United Nations.

(b) Increased reach of the online components of communications campaigns on priority themes

778. Interest in United Nations activities on social media continues to grow. As evidenced by the substantial increase in the number of followers of the United Nations on mainstream social media platforms including Facebook, Twitter and Google+, United Nations messages reach more than 4 million on a daily basis. The use of these interactive platforms has broadened the reach of United Nations messages and contributed to the overall transparency and accountability of the Organization. The Department of Public Information continues to draft and provide guidance on best practices for social media use. The Department plays a leading role in the coordination of social media initiatives by creating and making available system-wide content and organizing informational events on social media topics and themes.

(c) Improved understanding at the local level of work carried out by the United Nations

779. Briefing surveys conducted by United Nations Information Centres showed that participants' understanding of the United Nations has grown, exceeding the target by 2 per cent for the biennium. An average of 88 per cent of the target audience demonstrated such understanding. The Centres and peacekeeping websites continue to be effective tools for the dissemination of information about the United Nations. In 2013, a new web hosting platform was deployed for United Nations Information Centres using the WordPress content management system. The new platform is already yielding positive results in increasing regional collaboration and hands-on web management. Meanwhile, the Centres continue to expand their use of social media to younger audiences in particular. United Nations Information Centres also produced information materials in 43 local languages, including 4 indigenous languages. Even with limited resources, the Centres were able to produce and/or translate 11,015 informational materials during the biennium.

Subprogramme 2
News services

(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations

780. The subprogramme increased its reach to media organizations and other clients during the biennium. The number of radio and TV stations broadcasting United Nations programmes rose significantly to 799, covering 149 countries and territories. While a strong emphasis was maintained on the traditional means of delivery, alternative online/mobile platforms and social networking were capitalized on to reach more diverse and younger audiences and to drive audiences to traditional media. Significant increases in downloads of TV programmes were driven mainly by the popularity of UNifeed's daily news packages. Social media sites also experienced exponential growth. For example, Flickr reached more than 5.5 million cumulative views. The average number of page visits per month on the United Nations website reached 4.7 million. The Department improved its capacity to evaluate website data by implementing Google Analytics, an industry-standard tracking system that yields detailed analyses of user patterns. Hence, these figures marked a significant change from data compiled in the past.

(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products

781. The subprogramme was close on target in producing and distributing 90 per cent of outputs on or before the deadlines. One hundred per cent of United Nations Television live coverage and news reports of meetings and events at Headquarters were distributed on the same day, despite challenges presented by the renovation of the complex under the capital master plan. Press releases continued to be distributed or posted online within two hours of the end of meetings.

Subprogramme 3
Outreach services

(a) Expanded relationships with partners

782. By engaging with an expanding array of partners, now numbering more than 3,000, the Department was able to reach new and broader audiences. The United Nations Academic Impact initiative attracted many new members, including a strong increase in the number of those from developing countries, and the focus is now on encouraging and facilitating activities by these organizations in support of United Nations objectives. The outreach programmes on the holocaust and on the transatlantic slave trade also benefited from new partnerships, with a wide geographic spread. Furthermore, making progress in expanding partnerships outside North America was a feature of the Creative Community Outreach Initiative in 2013, including in Asia and the Middle East. The Department continued to nurture its relationship with non-governmental organizations, and 40 new organizations were approved for affiliation in 2013.

(b) Increased reach of United Nations information through various media and services

783. The exponential growth of web-based information sources, in particular the explosive growth of social media at the global level, continued to increase the reach of United Nations information. This was also true for internal communications, with the number of iSeek visitors increasing by 14 per cent in 2013. The number of downloads and digital purchases of United Nations publications and mobile applications exceeded a staggering 2 million. Another important factor was the increasing emphasis on multilingualism, with more materials available in the six official United Nations languages. Relying on the power of the multiplier effect, the new approach taken to supporting Model United Nations simulations proved effective: rather than one yearly global Model United Nations for students, in 2013 four Model United Nations workshops were organized, benefiting more than 300 Model United Nations organizers and trainers.

Section 29A
Office of the Under-Secretary-General for Management

Highlights of programme results

The Office of the Under-Secretary-General for Management promoted the accountability of institutional and programme managers during the biennium through its support for the work of the Management Committee and the Management Performance Board; the preparation of programme performance reports and the administration of the senior managers' compacts; and the implementation of enterprise risk management in the Secretariat. It also maintained a strong working relationship with the oversight bodies.

In addition, the Office made key changes to ensure the effective implementation of Umoja, including a significant review of its implementation schedule; the further strengthening of Umoja governance; and the strengthening of the concept of process ownership and the clarification of responsibilities between process owners and heads of departments or offices. On 1 July 2013, Umoja Foundation was successfully implemented in the two pilot sites, at UNIFIL and the Office of the United Nations Special Coordinator for Lebanon, and on 1 November 2013 it was successfully deployed to cluster 1 (peacekeeping operations).

Under the overall leadership of the Office of the Under-Secretary-General, significant progress was made on the capital master plan, with the Secretariat building being fully reoccupied and renovations proceeding as scheduled. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of those bodies and in a timely, orderly and procedurally correct manner.

The Management Evaluation Unit delivered recommendations to the Under-Secretary-General for Management and facilitated management evaluation processes and decisions in 1,770 cases. The average processing time for the review of procurement cases by the Headquarters Committee on Contracts met the target of 7.5 business days.

Challenges and lessons learned

The Umoja deployment strategy was revised to mitigate the risks associated with various levels of readiness in each entity within the Organization and their unique conditions. The transition is complex, as Umoja must be mounted on top of a fragmented business and information and communications technology landscape. A lesson learned in terms of the senior managers' compacts was that they should be kept simple and strategic. For that reason, the Management Performance Board significantly streamlined and simplified the 2014 senior managers' compact template and focused the standard managerial indicators on the transformational managerial reform initiatives (Umoja and IPSAS), financial and human resources management, and the implementation of the oversight bodies' recommendations. The goal was that, with fewer standard managerial indicators, both senior managers and the Management Performance Board would be better able to monitor performance throughout the year and take corrective actions as necessary. Following storm Sandy, the working group on the after-action review analysed lessons learned, which were subsequently integrated into emergency preparedness activities across the Secretariat. To address the requests of Fifth Committee delegations for briefings on how to successfully coordinate an agenda item, the Office initiated regular meetings at the start of the session to advise them on the Committee's working methods.

Output implementation rate

784. The above-cited results are based on the implementation of 100 per cent of 866 mandated, quantifiable outputs.

785. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29A) and Corr.1).

Executive direction and management

(a) The programme of work is effectively managed

786. The Under-Secretary-General for Management continued to provide management oversight during the biennium to ensure that the Secretary-General's key projects, such as the capital master plan, Umoja and IPSAS, met scheduled milestones. The Office of the Under-Secretary-General for Management led the presentation to the General Assembly of the Secretary-General's reports on the mobility framework and the expanded feasibility study on the long-term accommodation needs at Headquarters and his first and second progress reports on accountability, among others. The Office administered the UN 21 Awards programme, which recognizes staff initiatives that promote innovation, efficiency and excellence in the way the Organization delivers its programmes and services.

(b) Enhanced policy coherence in the management of the activities of the United Nations

787. Policy coherence in the management of the activities of the United Nations was enhanced through: (a) cooperation with other organizations of the United Nations system in the High-level Committee on Management and the Chief Executives Board for Coordination; (b) the organization of forums such as the monthly managers' forum and the monthly meetings of all New York executive officers; (c) the provision of support to the Management Performance Board and the Management Committee; (d) the organization of the annual chief administrative officers' retreat with regional commissions and offices away from Headquarters; (e) the formation of ad hoc working groups for specific proposals (such as on information security and human resources); and (f) ad hoc meetings convened by the Under-Secretary-General on specific issues (such as the proposed budget outline for

2014-2015, senior managers' compacts, facilities management, accountability and Umoja).

Component 1
Management services

(a) *The Secretariat is able to function more efficiently and effectively in full compliance with legislative mandates and relevant regulations and rules*

788. As the Board of Auditors indicated in its report on the financial statements of the United Nations peacekeeping operations for the 12-month period from 1 July 2012 to 30 June 2013 (A/68/5 (Vol. II)), transactions conducted during the reporting period were in accordance with the Financial Regulations and Rules of the United Nations and legislative authority. In the same report, the Board reported a new implementation rate for its recommendations from prior periods of 55 per cent, reflecting a 10 per cent increase compared with the previous year's rate of 45 per cent. The implementation rate for prior-period recommendations issued in the Board's reports on the United Nations Secretariat (A/68/163), the capital master plan (A/68/5 (Vol. V)) and the implementation of the International Public Sector Accounting Standards (A/68/161) stood at 42 per cent, reflecting an 11 per cent increase. The Board reported in its second annual progress report on the implementation of Umoja (A/68/151) that 23 per cent of the recommendations made in its previous report (A/67/164) had been fully implemented and that 69 per cent were being implemented. Furthermore, the Office of Internal Oversight Services reported a 62 per cent implementation rate as at 31 December 2012 for all recommendations issued in 2012, representing an increase of 3 per cent (see A/68/337 (Part I)/Add.1). The Joint Inspection Unit, in its report for 2013 (A/68/34), noted that the United Nations aggregated implementation rate stood at 60.2 per cent, reflecting a 3.3 per cent increase compared with the 56.9 per cent reported in its annual report for 2012 (A/67/34).

(b) *Institutional and senior managers' accountability is strengthened throughout the Organization*

789. During the biennium, the performance of senior managers in terms of the targets set in their 2011 and 2012 compacts was assessed and reported to the Management Performance Board and the Secretary-General in May 2012 and September 2013, respectively. The 2012 and 2013 compacts had been signed in September 2012 and February 2013, respectively. In its resolution 67/253, the General Assembly recognized that compacts and end-of-year assessments were unique accountability tools for senior managers and contributed to transparency in the Organization. When considering the programme performance report for 2010-2011 (A/67/77) in June 2012, the Committee for Programme and Coordination took note of the enhanced quality of the reporting on institutional performance by the Secretariat. It made a specific reference to the comprehensive overview of the Secretariat's performance provided in the report and commended its coverage. All recommendations of the Committee relevant to institutional performance reporting were communicated to the departments and offices of the Secretariat, and implementable actions were made clear to all concerned.

(c) *Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency, and in full compliance with the relevant rules and regulations*

790. The Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to review contract awards and cases of property disposal with efficiency, fairness, integrity and transparency and in compliance with the relevant rules and regulations. The average processing time required for the review of procurement cases by the Committee met the target of 7.5 business days, and the number of cases reviewed by the Survey Board increased by approximately 10 per cent. In addition, the secretariat of the Committee and the Board continued to conduct training courses and field assessment visits to strengthen the vetting capacity of members of the committees on contracts.

Component 2
Enterprise resource planning project

(a) *All business processes for management of resources and programme performance have built-in internal controls and are in full compliance with regulations, rules, policies and procedures*

791. All business processes within Umoja have been designed to support the current delegation of authority and the Financial Regulations and Rules of the United Nations Internal controls in the project's various operational components have been planned, reviewed with the staff concerned and then documented, a process that allows for improvements (a total of 321 "to-be" business processes related to, inter alia, finance, the supply chain, human resources, central support services and programme and project management). On 1 July 2013, Umoja Foundation was successfully implemented at the two pilot sites, and on 1 November 2013, it was successfully deployed to cluster 1 (peacekeeping operations).

(b) *Technological systems are fully in place*

792. Citrix XenApp was fully in place as a front-end technology of Umoja for users across the Secretariat, ensuring the efficient utilization of United Nations resources and optimal response time for end-users. Network performance, as a performance indicator of this expected accomplishment, was not measured, as it falls under the network infrastructure of the Office of Information and Communications Technology and the Information and Communications Technology Division.

Component 3
Management evaluation component of the administration of justice

(a) *More timely decision-making by the Administration with respect to evaluation of contested decisions*

793. The number of management evaluation requests dropped slightly from 952 in 2011 to 837 in 2012 and rose to 933 in 2013. With the increased workload for research and evaluation and the current staffing, the Management Evaluation Unit achieved reached 86 per cent compliance in responding to all management evaluation requests within the prescribed 30- and 45-day time limits, just below the target of 87 per cent.

(b) Improved accountability in management-related decisions

794. During the biennium, the Management Evaluation Unit continued to analyse each evaluated decision in terms of whether it could include an accountability component. This included all settlements as well as decisions that, even though they were upheld, created significant potential risk exposure for the Organization in terms of litigation. The Unit developed its practice in 2012, and refined it in 2013, to articulate accountability considerations and, if appropriate, recommendations with regard to the decision makers. Such measures can range from learning requirements to a recommendation that an investigation be conducted.

(c) Reduced litigation of cases in the United Nations Dispute Tribunal

795. The Management Evaluation Unit was able to resolve a significant number of management evaluation requests either by delivering a recommendation that was found to be persuasive by the staff member or by settling a request. During the biennium, the Unit observed a slightly reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation following management evaluation.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings

796. The meetings of the Fifth Committee and the Committee for Programme and Coordination were conducted according to the programmes of work of the Committees, and in a timely, orderly and procedurally correct manner. Targets and deadlines were met for the preparation and dissemination to Member States of the programmes of work of the Committees, as well as for the submission of the final reports of the Committees. Surveys were conducted to evaluate the services of the secretariat of the Committees. With regard to the Fifth Committee, the satisfaction rates for the two years of the biennium were 94 and 98 per cent, respectively, with satisfaction rates of 88 per cent and 96 per cent for the Committee for Programme and Coordination. Much of the non-positive feedback received concerned issues beyond the control of the secretariat of the Committees. The format of the survey was amended in 2013 to address this matter, and as a result there was zero negative feedback.

Section 29B
Office of Programme Planning, Budget and Accounts

Highlights of programme results

The Office of Programme Planning, Budget and Accounts continued to lead the preparations for the implementation of IPSAS and to play a key role in the design, support and implementation of Umoja. The General Assembly approved the amendments to the Financial Regulations of the United Nations to prepare for the issuance of

IPSAS-compliant financial statements. The Office of the Controller improved its client services, as evidenced by the 85 per cent and 92 per cent of clients who rated the assistance received favourably with regard to timeliness and quality, respectively. The Accounts Division continued to provide timely and accurate financial transactions, leading to an unqualified audit opinion regarding both volumes I and II of the financial statements. Terms and conditions of two insurance policies were improved, thus enhancing benefits for the Organization. All monthly reports to Member States were issued on a timely basis, and all pre-session documentation related to the scale of assessments and the financing of peacekeeping were submitted in full compliance with documentation deadlines. Treasury achieved a rate of return on investments that exceeded the benchmark for the United States dollar investment pool, while meeting all the liquidity requirements of all clients, thus outperforming the market benchmark.

Challenges and lessons learned

In preparation for the 2014 implementation of IPSAS, the Office was fully engaged in implementing the risk-based plan, in addition to the deployment plan for Umoja and in response to the need to apply interim financial reporting solutions. Owing to tight timelines, the Office continued to work under severe pressure to meet the established milestones and deadlines for these two major transformational projects, while at the same time working to deliver its regular programme of work.

Output implementation rate

797. The above-cited results are based on the implementation of 99 per cent of 1,491 mandated, quantifiable outputs.

798. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29B)).

Subprogramme A
Executive direction and management

(a) Sound financial management and control in the Organization

799. Audit observations on financial matters generally referred to minor issues, indicating that effective internal financial controls were in place. The Office of the Controller continued to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of delegations of financial authority and ensuring that qualified and experienced staff members were designated and that executive agencies, host country and framework agreements entered into by the United Nations met financial standards for approval and were executed in accordance with the Financial Regulations and Rules of the United Nations. The Office provided timely advice and assistance to client departments and offices on the implementation of the Financial Regulations and Rules.

(b) The programme of work of the Office of Programme Planning, Budget and Accounts is effectively managed and supported by staff and financial resources

800. All requests submitted to the Office of the Controller for review and approval were processed, cleared and/or signed by the Controller within seven business days of the day of receipt, provided that the requests were complete, accurate and in compliance with the regulatory framework of the Organization and did not require additional reworking with the requesting office or department. Exigency requests were sometimes even concluded on the day of submission.

(c) Improved financial policies

801. The Office of the Controller continued to improve its services for Secretariat offices, offices away from Headquarters and peacekeeping missions with respect to financial matters. In order to prepare for the issuance of IPSAS-compliant financial statements, amendments to the Financial Regulations were submitted by the Controller and approved by the General Assembly. In addition, the Office continued to streamline policies and guidelines for clients, on the basis of close collaboration with departments and offices.

Component 1
Programme planning and budgeting

(a) Informed decision-making by Member States on issues relating to the programme budget and budgets of the criminal tribunals

802. The percentage of budgetary documents submitted by the documentation deadline increased to 79.9 per cent in 2012-2013, compared with 72 per cent in 2010-2011.

(b) Overall resources for the programme budget and budgets of the criminal tribunals are better managed

803. The Programme Planning and Budget Division continued to monitor the programme budget and the budgets of the criminal tribunals. The realignment of expenditure was undertaken in the context of the second performance report of the Secretary-General on the programme budget for the biennium 2012-2013 (A/68/628). The budgetary decision made by the General Assembly at the end of 2013 to reduce the non-post resources for unliquidated obligations by $40 million presented a challenge in terms of overall resource management.

(c) Extrabudgetary resources are better managed

804. The average time required for the issuance of an allotment increased to 4.6 days, reflecting, inter alia, the increased volume of allotments issued.

(d) Clients are satisfied with the guidance provided

805. A client satisfaction survey to assess the quality of services and guidance provided during the biennium was conducted in January 2014. The Division is analysing the results received from its clients in an effort to improve the delivery of tools, instruments and services.

Component 2
Financial services relating to peacekeeping operations

(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly, and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

806. During the period from 1 January to 31 December 2012, of the 37 reports due for the sixty-sixth and sixty-seventh sessions of the General Assembly, 34, or 92 per cent, were submitted by the (revised) target date to the Department for General Assembly and Conference Management and 3, or 8 per cent, were submitted after the target date owing to the need for extensive consultations. During the period from 1 January to 31 December 2013, of the 42 reports due for the sixty-seventh and sixty-eighth sessions of the Assembly, 38, or 90 per cent, were submitted by the (revised) target date to the Department and 4, or 10 per cent, were submitted after the target date owing to a change in mandate or the need for extensive consultations. The Peacekeeping Financing Division continued to coordinate reporting requirements with the Department of Field Support and the Department for General Assembly and Conference Management in order to ensure that budget and performance reports were submitted by the agreed documentation deadlines.

(b) Increased efficiency and effectiveness of peacekeeping operations

807. As at 31 December 2012, the duration of liabilities for troop and formed police costs was less than three months for 8 out of the 11 active peacekeeping operations for which troop/formed police cost reimbursements are made. Troop/formed police costs were paid up to August 2012 for one mission (MINUSTAH), up to February 2012 for one mission (UNFICYP), up to September 2011 for one mission (UNMIT) and up to February 2011 for one mission (MINURSO). As at 31 December 2013, the duration of liabilities for troop and formed police costs was less than three months for 12 out of the 14 active peacekeeping operations for which troop/formed police cost reimbursements are made. Troop/formed police costs were paid up to August 2013 for one mission (UNFICYP) and up to February 2011 for one mission (MINURSO). A client satisfaction survey has not been conducted for the 2012-2013 biennium.

Component 3
Accounting, contributions and financial reporting

(a) Improved integrity of financial data

808. An unqualified audit opinion was received regarding the 2010-2011 financial statements of the United Nations. Furthermore, the interim audit report conducted with respect to the period 2012-2013 did not contain any adverse findings.

(b) Timely and accurate financial transactions

809. Despite the increase in education grant payments, performance was maintained at the prior level.

(c) Insurance policies that have increased benefits for the Organization

810. Terms and conditions of two insurance policies were improved, thus increasing benefits for the Organization.

(d) *Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions*

811. All pre-session documentation related to the scale of assessments and the financing of peacekeeping activities were submitted in full compliance with documentation deadlines. All monthly reports were generally issued on a timely basis, with end-of-fiscal-year reports finalized in conjunction with the closing of accounts.

Component 4
Treasury services

(a) *Continued prudent stewardship of funds*

812. Performance exceeded the benchmark in the United States dollar investment pool while meeting all the liquidity requirements of all clients, thus outperforming the market while observing United Nations Treasury policies.

(b) *Improved efficiency and security of the payment system*

813. All electronic funds transfer payments, including United States tax reimbursements, were fully effected using SWIFT and ACH, thereby discontinuing reliance on bank proprietary stand-alone payment systems.

Component 5
Financial Information Operations Service

(a) *All critical Office of Programme Planning, Budget and Accounts systems are fully supported*

814. The Financial Information Operations Service achieved an increase in client satisfaction to 92.5 per cent in 2012, compared with 90 per cent in 2011. No unplanned outages in systems occurred during the biennium.

Section 29C
Office of Human Resources Management

Highlights of programme results

During the biennium, the Office of Human Resources Management continued to address human resources management reforms as approved in prior General Assembly resolutions. New policies were issued on the administration of continuing appointments and fixed-term appointments to improve consistency in the administration of staff contracts throughout the Secretariat. Revised policies were also implemented, on the use of rosters as well as official travel, rental subsidy and consultants and individual contractors. Those policies provide updated and clearer instructions. Following the first Young Professionals Programme examination, 85 placements were made, which helped to reach organizational targets related to unrepresented and underrepresented Member States. Progress was made in reducing the average number of days required for recruitment. The Medical Services Division continued to implement its health promotion programmes, some of them in collaboration with the health authorities of New York City, taking into account the staff working environment, job demands and personal health status. The Human Resources Information Systems Section implemented a ticketing tool (iNeed) in order to manage issues related to human resources systems. This system has enhanced the capacity of help-desk personnel to manage incoming requests and reduce response time.

Challenges and lessons learned

Efforts to identify inconsistent human resources policies and procedures and to harmonize them must continue, for example, in the areas of flexible work arrangements and the recruitment of national staff. With respect to the Young Professionals Programme, increased bandwidth is needed for the Inspira online tool in order to accommodate a growing number of applications. For the 2013 exam, a staggered application period was introduced to alleviate that workload and, on the basis of lessons learned from the national competitive recruitment examination, a multiple-choice exam for the general paper was introduced to reduce costs and speed up the grading process. In 2013, the Medical Services Division underwent a review of its strategy and developed initiatives for better, faster and more efficient service delivery. The Division identified gaps in medical emergency response and suggested solutions to be brought to the attention of the members of the interdepartmental working group on supporting survivors and affected families.

Output implementation rate

815. The above-cited results are based on the implementation of 97 per cent of 302 mandated, quantifiable outputs.

816. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29C)).

Executive direction and management

(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States

817. The Office of Human Resources Management, in order to clarify human resources policies and practices, particularly with respect to the new contractual arrangements and the harmonization of conditions of service within the framework of human resources management reform, issued or amended 22 Secretary-General's bulletins, administrative instructions and guidelines during the biennium.

(b) Programme of work is effectively managed

818. The Office effectively led reform efforts and collaborated with other offices in order to achieve its objective of the continuous improvement of human resources

policies, practices and programmes. The majority of human resources reports for the General Assembly were prepared in a timely manner. Of the 14 reports that were due, 12 were submitted by or earlier than the established deadline. Resources allocated to the Office were effectively managed to ensure the delivery of the expected results.

Component 1
Policy

(a) Improved implementation of human resources policies by departments/offices

819. Changes made to the policy on the use of rosters under the staff selection system enabled staff who would otherwise have reached their maximum duration on a roster to remain on the roster for an open-ended period, thereby ensuring that the Secretariat, in particular field missions, had broad access to qualified candidates to more quickly fill vacant posts. New policies were issued on the administration of continuing appointments and fixed-term appointments to improve consistency in the administration of staff contracts throughout the Secretariat. Revised policies were also implemented, on official travel, rental subsidy and consultants and individual contractors; they provide updated and clearer instructions with the aim of improving their implementation by departments and offices.

(b) Improved processing of appeals and disciplinary cases

820. During the biennium, all respondents' replies to appeals were filed in a timely manner. Where technical difficulties prevented the Office from filing a reply within 30 days, extensions were sought from and granted by the Dispute Tribunal. With respect to disciplinary matters, action was initiated within 90 days for all cases referred for action to the Office. The percentage of timely responses increased to 100 per cent in 2012-2013, compared with 95 per cent in 2010-2011.

(c) Improved harmonization of human resources policies among the organizations of the United Nations common system

821. The decrease in the number of issues that were inconsistent among the organizations of the United Nations common system resulted in greater equity in the treatment of staff and the improved consistency of human resources practices, and a common policy was established for the transfer, secondment or lending of staff in the common system. Efforts to identify inconsistent human resources issues and to harmonize human resources policies and practices need to continue, particularly with respect to human resources issues in field duty stations.

Component 2
Strategic planning and staffing

(a) Improved recruitment, placement and promotion of the best qualified and competent personnel, as well as facilitation of greater geographical representation and gender balance of staff

822. The Young Professionals Programme was successfully introduced in 2011, replacing the national competitive recruitment examination. The first examination was held in December 2011, and the grading of examinations and interviewing of successful candidates took place in the first half of 2012. Sixty placements were

made before the end of 2013. For the 2012 examination, 104 candidates were successful, with 25 placed so far. While the number of unrepresented and underrepresented Member States increased as a result of a General Assembly decision on the system of desirable ranges, the Young Professionals Programme was successful in helping to reach the targets set for it. Furthermore, progress was made in reducing the average number of days required for recruitment, particularly in the light of the roll-out of Inspira. A downward trend in the number of days was achieved from 2010 to 2013.

(b) Enhanced access by Member States to relevant human resources data

823. Human resources data were made available online through HR Insight. In 2012 and 2013, the frequency of requests for data was reduced as a result of the self-service made available through that tool. Online access provided through HR Insight was the result of lessons learned in which the Secretariat determined that similar requests were coming from many Member States.

(c) Improved human resources workforce planning

824. The human resources management scorecard assisted departments in monitoring their recruitment timeline, gender and geographic representation targets. The position management module will be a part of the Umoja system that provides better management information to support improved human resources workforce planning.

(d) Compliance with delegated authority in human resources management

825. All departments and offices continued to work towards specified standards in exercising their delegated human resources management authority. Moreover, their results were reported by means of the human resources management scorecard, which is reviewed twice yearly by the Management Performance Board. The scorecard was improved to measure factors effectively and efficiently, enabling heads of departments to track their progress on a number of key indicators, including the selection of candidates from unrepresented and underrepresented Member States, gender balance and selection timelines.

(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

826. Programmes aimed at increasing mobility, including VINE, were suspended in 2012 to enable the Office to focus on the development of a structured mobility programme, the implementation of which was scheduled for 2013-2014, following consideration by the General Assembly. It was anticipated that the Assembly would make a decision on the matter at its resumed session in March 2013. However, the decision was deferred until the main session in 2013 and then again until March 2014.

Component 3
Learning, development and human resources services

(a) Improved ability of current staff to implement mandates

827. In 2012-2013, 57,500 Secretariat staff members participated in training and other staff development programmes that helped improve their ability to carry out United Nations mandates. The Learning, Development and Human Resources Services Division continued to develop ways to increase the number of staff who could gain access to its programmes. Several training programmes that had previously been delivered in person to small groups were converted into online self-study modules, thus becoming accessible to staff worldwide. The Office also increased its use of other e-learning modalities, such as WebEx-based training courses, in which a trainer and staff in disparate locations are connected through Internet, audio conferencing and/or videoconferencing connections.

(b) Improved working environment

828. The Learning, Development and Human Resources Services Division, in collaboration with the Integrated Training Service of the Department of Peacekeeping Operations and the Field Personnel Division of the Department of Field Support, drafted a new learning and career support strategy aimed at improving the workplace environment for staff by better supporting their learning options. The new strategy is intended to increase the number of staff who receive training; ensure that training options support United Nations mandates; and better coordinate the design and implementation of training among the key offices delivering it. Concurrently, the Office continued to refine its mobility proposal, which is designed to increase opportunities for staff to change positions, including across occupational groups and duty stations. Full implementation was pending General Assembly approval.

Component 4
Medical services

(a) Improved staff health-care services, including rapid and effective medical response to workplace accidents and illness

829. According to the results of an online survey, 94.5 per cent of walk-in clients of the Medical Services Division expressed satisfaction with the Division's health-care services. The Division managed to reduce the average waiting time for clients visiting the walk-in clinics to 5.68 minutes in 2012-2013, compared with 6.46 minutes in 2010-2011. During the biennium, the Division provided 3,282 medical examinations, 1,872 medical consultations by physicians and medical consultants, 27,942 consultations by nurses, 10,801 immunizations, 2,949 electrocardiograms, 3,904 laboratory tests and 546 radiological tests. The Division continued to provide technical advice on various public health issues, including through participation in the Secretary-General's Cholera Task Force, among other initiatives. The Division also provided technical advice to UN Cares on a range of HIV/AIDS-related issues, including testing and reporting in the field and post-exposure prophylaxis kits for staff. It continued to build capacity for mass casualty incidents at high-risk duty stations through site visits, collective training, tabletop exercises and the provision of emergency response equipment.

(b) Increased awareness of staff regarding health issues

830. During the biennium, the Division implemented its health promotion programmes, some of them in collaboration with the health authorities of New York City, and coordinated the participation of staff in various fundraising events such as the AIDS and Breast Cancer Walks. The Division continued to send out monthly electronic notification reminders to staff members due for hepatitis A and B vaccines. Under the new staff orientation training programme, 405 new staff members were given an introduction to occupation health awareness. The Division continued to provide health advice and regular ergonomics assessment for staff at their workplaces, resulting in the conduct of a total of 243 ergonomic workstation assessments. In 2012, a new streamlined ergonomic programme was developed for all staff, which included the development of a standardized self-assessment package, and ergonomics lunchtime lecture sessions were held in which 165 staff participated.

Component 5
Human resources information systems

(a) Enhanced human resources information technology systems

831. The Human Resources Information Systems Section implemented a ticketing tool (iNeed) in order to manage issues related to human resources systems, mainly IMIS and Inspira. This enhanced the capacity of help-desk personnel to manage volumes of incoming requests and resulted in the reduction of response time.

Section 29D
Office of Central Support Services

Highlights of programme results

During the biennium 2012-2013, the Office of Central Support Services was able to provide services with enhanced quality and timeliness. In relation to facilities management, phase I of the strategic capital review for the projection of capital requirements at offices away from Headquarters for the next 20 years was completed in December 2012. Moreover, studies of long-term accommodation requirements for Headquarters and the flexible workplace were carried out and submitted to the legislative bodies. In the area of travel, an average 29 per cent cost savings in applicable air travel discounts was maintained as a result of successful negotiations with various airlines. In addition, the 16-day advance purchase policy enhanced the Organization's ability to obtain advance purchase discounts. The Archives and Records Management Section continued to provide specific guidance and advice for policy development with respect to records preservation and cooperated with the Business Continuity Management Unit to incorporate a vital records programme into the Headquarters business continuity plan. The Special Services Section achieved its target of 90 per cent client satisfaction with mail and pouch services. The Procurement Division continued to enhance the level of international competition by consolidating all vendor databases into a single vendor database for the entire Secretariat.

Challenges and lessons learned

Owing to the significant damage caused to United Nations premises by storm Sandy, it became obvious that disaster preparedness and responsiveness need to be addressed in order to mitigate future similar risks. With respect to lessons learned in the context of capital master plan relocations, the Archives and Records Management Section needs to develop online interactive learning modules and tools to reinforce its training and advisory services. In the area of travel, there was an increase in the number of complex itineraries, which continued to preclude the potential applicability of negotiated fares, particularly when scheduling required the combination of different carriers/alliances on outbound and inbound segments. While the new travel policy allowed options for a greater variety of routes to minimize cost, it added a significant burden to the already strained resources of the programme. Challenges faced by vendors in participating in the procurement process were addressed through the increased support provided by the subprogramme in business seminars and during the vendor registration process.

Output implementation rate

832. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29D)).

Executive direction and management

(a) Programme of work is effectively managed

833. The Office of Central Support Services achieved its goals in ensuring efficient and effective support for substantive programmes in the areas of procurement, facilities management, archives, mail operations, records management and the management of commercial activities. The survey results showed that 92.34 per cent of clients indicated that services had been provided in a timely manner, exceeding the target of 81 per cent.

(b) Increased timeliness of submission of documentation

834. In 2012, five out of six reports, or 83.33 per cent of pre-session documents, were submitted by the required deadlines, exceeding the target. In 2013, the final percentage as at 31 December 2013 was 69.23 per cent. The lower-than-anticipated figure is attributed to the late submission of three out of seven reports.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

(a) Enhanced quality and timeliness of facilities and broadcasting services

835. Despite the impact of storm Sandy and the additional workload faced as a result of the reoccupation of the Secretariat building after the completion of the capital master plan, facility management services were provided to clients with enhanced quality and timeliness, as 65 per cent of all related work orders were addressed in a timely manner. Survey data indicated a high client satisfaction rate, with more than 90 per cent of respondents satisfied with the timeliness of service provision, the level of knowledge of the personnel processing their requests, and the services completed.

(b) Improved management of overseas properties

836. Phase I of the strategic capital review for the projection of capital requirements at offices away from Headquarters for the next 20 years commenced in May 2012 and was completed in December 2012. Phase II, the collection of data from offices away from Headquarters, continued, with an expected completion date set for early 2014. In addition, 85 per cent of offices away from Headquarters completed standardized capital budget submissions for 2014-2015, which included standardized organizational objectives and a standardized format for producing budget estimates.

(c) Savings achieved in travel costs for the Organization

837. The subprogramme provided cost-effective travel services as a result of negotiations with approximately 42 major airlines. It achieved its target of 29 per cent cost savings relative to the full cost of the official travel implemented. During the biennium, key achievements included the successful implementation of the revised travel policy set out in document ST/AI/2013/3; ongoing success with the travel agency hybrid service configuration; and the launch of a new online booking tool and pre-trip auditor to enhance the continuous monitoring and auditing of all tickets issued. In addition, 60 per cent of air travel was in compliance with the 16-day advance purchase policy, which enhanced the Organization's ability to obtain significant discounts as a result of advance purchases. The subprogramme continued to monitor the performance of the Headquarters vehicle fleet through the use of electronic monitoring system (Carlog) reports to ensure compliance with the host country's traffic laws for road safety, and implemented a maintenance contract utilizing fleet cards for the purchase of fuel and vehicle repairs.

(d) Secretariat record-keeping is effectively managed

838. Progress in the reporting period was centred on capital master plan relocations, with specific guidance and advice provided to affected departments and offices. A full quantitative analysis of cost avoidance based on the disposal of inactive paper records was conducted. The programme provided expertise in policy development for a digital signature and in audiovisual record-keeping and preservation, and worked with the Business Continuity Management Unit to incorporate a vital

records programme into the Headquarters business continuity plan. During the last six months of the biennium, the programme focused on providing record-keeping advisory services to the Office of Information and Communications Technology, the Department of Economic and Social Affairs and the Department of Public Information regarding the development of file classification plans and retention schedules, which were used to implement UniteDocs and provided substantive input into the "digital Secretariat" initiative.

(e) Mail and pouch services are efficient and effective

839. During the biennium, the subprogramme met the target of 90 per cent client satisfaction with mail and pouch services. The subprogramme improved working procedures, eliminated manual paper-based processes, increased timely service delivery and the real-time tracking of shipments through the use of the barcode and tracking system, and successfully launched the barcode and tracking system at the United Nations Offices at Nairobi and Geneva. The programme continued to harmonize mail and pouch operational procedures to achieve greater efficiencies and effectiveness. In addition, the programme, despite the fact that it had reverted to many manual processes following the displacement of operations owing to storm Sandy in October 2012, continued to harmonize operational procedures to enhance efficiency and effectiveness.

Component 2
Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

840. During the biennium, the Procurement Division sent out questionnaires to 5,881 requisitioners to assess their satisfaction with procurement services. The percentage of survey respondents expressing satisfaction with procurement services increased from 97.5 to 98 per cent, in line with the target set for the biennium. With the implementation of key performance indicators, the Division is now able to track its performance on a quarterly basis. The subprogramme successfully met the target of 18 weeks for average procurement case processing time for the biennium and reduced it further, to 10.8 weeks. In addition, through effective debriefing sessions, the Division reduced the number of vendor complaints to the Awards Review Board to 12 cases from 30 cases during the previous biennium, effectively exceeding its own performance target of 25 complaints for the biennium.

(b) Enhanced level of international competition

841. Owing to a collaborative exercise involving staff from various United Nations offices and locations under the guidance of the Procurement Division, disparate vendor databases in use by various offices were cleansed and consolidated in support of the Umoja roll-out. This resulted in 10,040 eligible vendors from various regions of the world being invited for tendering, almost 50 per cent higher than the target of 6,750 set for the biennium.

(c) Improved compliance with procurement policies, procedures and best practices

842. The Procurement Division reduced the number of adverse audit findings from 110 to 37 (31 by the Board of Auditors and 6 by the Office of Internal Oversight Services). The number of findings and corresponding recommendations was below

the estimated 100 for the biennium, owing to the Division's ongoing efforts to develop and enhance its internal controls in compliance with the Procurement Manual, the Financial Regulations and Rules and other United Nations procedures, and to incorporate the observations made by external oversight bodies, as well as its mandatory training for all procurement staff.

(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement

843. The total number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 570 to 1,267, double the target of 630 set for the biennium. The subprogramme attributes this achievement to the successful conduct of business seminars in developing countries and countries with economies in transition, as well as its ongoing effort to simplify the registration process for interested vendors and hands-on assistance with vendor registration at the Regional Procurement Office.

Section 29E
Administration, Geneva

Highlights of programme results

During the biennium, the United Nations Office at Geneva continued to provide efficient managerial, administrative and other support services to substantive programmes of the United Nations and other international organizations located in Geneva. Progress was made in facilitating the effective and efficient functioning of the Office with regard to financial management and the monitoring of unliquidated obligations, office and conference facilities management, asset management, travel and transportation, and mail and pouch services. Procurement services also improved performance by establishing a larger number of long-term contracts in order to reduce procurement lead times. Efforts were made to improve bidding exercises under the Common Procurement Activities Group and the common information-sharing platform. Many service level agreements in the area of information and communications technology were either improved or concluded with the inclusion of higher-value services. The Office considerably expanded its offerings in terms of the provision of virtual machines and the provision and configuration of Wi-Fi access service. The United Nations Library at Geneva also improved its services, including remote access to electronic resources, providing additional search tools and new collections, such as parts of the UNEP Library. In addition, it intensified outreach efforts by providing a platform for cultural and intellectual exchange.

Challenges and lessons learned

Efforts will continue to be made in the area of service level agreements, the retroactive signing and negotiation of which have proved to be very challenging. During the biennium, the Office improved template documents and worked towards defining a more standardized pricing model to facilitate the signing of service level agreements with client entities. In the human resources area, the decrease in the mobility index can be attributed mainly to the fact that the voluntary mobility programme has been discontinued. The uncertainty regarding the outcome of the final discussions on a new mobility framework may have also contributed to the decrease in the mobility index.

Output implementation rate

844. The above-cited results are based on the implementation of 100 per cent of 18 mandated, quantifiable outputs.

845. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29E)).

Executive direction and management

(a) The programme of work is effectively managed

846. All the workplans of the Division of Administration of the United Nations Office at Geneva were implemented in a timely manner with the goal of achieving greater efficiency and effectiveness of operations. The Office successfully coordinated administrative responses to external and internal oversight bodies, such as the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services.

(b) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making

847. The Division is systematically reviewing the way it does business through IMIS. Results achieved during the biennium reflect the continuing efforts of the Division of Administration to further improve its support for clients through the integrated system, streamlined administrative processes and enhanced coordination between the parties involved. The number of workflow applications that are integrated into IMIS and have more than one user group spanning different organizational units has increased to 92 per cent.

(c) Enhanced cooperation with other organizations of the United Nations common system in Geneva

848. The Common Procurement Activities Group is collaborating on more than 24 procurement projects, sharing contracts, pooling experience and research, and exchanging best practices. In 2013, the estimated cost avoidance for the members of the Group was more than $30 million, including travel services and airline negotiations; electricity supplies; information and communications technology goods and services; and office supplies, paper and other goods and services. Furthermore, Group members finalized a contractual document applicable to all of them in order to improve the legal and contracting aspects of and agree on a more harmonized approach to be followed in Group bidding exercises. In addition, a

website was created to increase the effectiveness and efficiency of communication, to make available to members an effective mechanism to advance joint projects, and to provide a common information-sharing platform.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

849. The rate of unliquidated obligations for the biennium 2012-2013 (preliminary closing) was reduced to 2.4 per cent, exceeding the target of 5 per cent. Those results reflect the continued efforts made and follow-up actions taken to improve the monitoring of unliquidated obligations in order to ensure prompt liquidation.

(b) Extrabudgetary resources are better managed

850. The average turnaround time for the issuance of extrabudgetary allotments for the biennium was 3.9 days, exceeding the target of 5 days by 1.1 days. In addition, there was no variance between authorized allotments and expenditures during the biennium. The results reflect the efforts made to improve the services provided to clients, to enhance the working relationship with counterparts through guidance and advice, and to strengthen the monitoring of extrabudgetary activities. Improved results also reflect the measures taken to remind and encourage certifying officers to review unliquidated obligations regularly and thoroughly, to validate existing ones and to close unnecessary ones.

(c) Improved integrity of financial data

851. The results of the most recent interim audit, conducted from 8 April to 3 May 2013, showed no adverse audit findings, attesting to the high standard of integrity of financial data. A full assessment of the biennium 2012-2013 can be conducted only upon the review of the Board of Auditors' final audit opinion, which will be held in April and May 2014.

(d) Effective treasury services

852. The full automation of disbursements was achieved during the biennium, with 99.2 per cent of straight-through payments made in compliance with SWIFT.

(e) Timely and accurate financial transactions

853. During the biennium, targets were fully met, with 96 per cent of payments processed and transactions recorded within 30 days and 100 per cent of bank reconciliation completed within 30 days after month's end.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

854. Although the staff mobility index has been discontinued as an organizational indicator, the index for the biennium 2012-2013 has been measured by applying the methodology previously in place for the Human Resources Action Plan (2010). The results show a mobility index of 22.4 per cent for the biennium 2012-2013,

demonstrating a stable trend compared with the organizational target of 20 per cent in place before the Secretariat undertook a comprehensive review of its mobility framework.

(b) Improved ability of current staff to implement mandates

855. The Office fully achieved the target of 2.5 training activities per staff member during the biennium. This alternate measurement was adopted because the Organization will not be able to measure and report on the number of training days per staff member until all courses are available on Inspira and until the business intelligence reporting capabilities of the Secretariat's e-learning management system are fully functioning on Inspira.

(c) Improved working environment

856. The Office implemented an online evaluation tool in 2012. Ninety-one per cent of the staff members responding to a satisfaction survey carried out by the Office recognized the positive contribution made by career development and support programmes to their careers, exceeding the target of 50 per cent set for the biennium. An average of 77 per cent of all participants attending the Office's staff development and learning activities during the biennium responded to the comprehensive survey on this subject. The Staff Development and Learning Section will strive to maintain/improve the evaluation survey participation rates, the high satisfaction level and the relevance of course contents, in particular to career development.

(d) Improved staff health-care services

857. The results of a survey conducted during the biennium to measure staff satisfaction with the Office's medical services showed a slight decrease in the level of satisfaction (89.6 per cent in 2012-2013, compared with 93 per cent in 2010-2011), which can be attributed to the reorientation of a medical activity: the walk-in clinic. The Medical Service continued to receive staff members without appointments, referring them to their treating physicians for follow-up if necessary.

(e) Improved recruitment, placement and promotion, as well as facilitation of greater geographical representation and gender balance of staff

858. The Office had seven geographical appointments at the end of the biennium 2012-2013, five of which (71 per cent) were filled by staff from unrepresented and underrepresented Member States, well exceeding the target of 20 per cent set for the biennium. At the end of the biennium, the Office was very close to achieving the goal of 50/50 gender distribution, with a ratio of 48 per cent female staff in regular budget posts in the Professional and higher categories. The Office reduced the average number of days from the date of issuance of a vacancy announcement to the date of staff selection (98), well exceeding the target of 120.

(f) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

859. The Secretariat's centrally administered voluntary mobility programmes, such as the Voluntary Managed Reassignment Programme and VINE, were suspended pending the outcome of discussions on a new mobility framework for the

Organization. Although facilitated voluntary mobility is no longer being formally measured, the Office encourages and supports mobility in the context of the Secretariat's staff selection policy.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

860. The quality and timeliness of facilities services were maintained in accordance with established standards, despite the steady deterioration of the facilities at the Palais des Nations owing to stormwater flooding, the obsolescence of elevators and delays encountered in obtaining spare parts, asbestos removal and door repairs which translated into an increased number of infrastructure system malfunctions (47). The actual performance for the biennium 2012-2013 reached 94 per cent which was below the target, as standard turnaround times were not always met.

(b) Improved management of properties

861. The actual performance in this area was slightly below the target, with 15 capital maintenance programmes that were standardized, complete and up to date compared with the target of 17. It should be noted that the Office benefited from a donation from Switzerland of 50 million Swiss francs, which contributed to the completion of large projects related to energy efficiency, including the replacement of windows and the improvement of the thermal insulation of building roofs, ventilation and air conditioning units, as well as the installation of solar panels. As a result, the building and engineering teams made a few planning adjustments for regular budget maintenance projects in order to identify the best timing and benefits of possible synergy between the Swiss donation and the regular budget. The phased implementation of certain engineering projects was also necessary to ensure that construction work was well coordinated and caused a minimum amount of disruption.

(c) Savings achieved in travel costs

862. The percentage of savings realized in this case was 16 per cent, against the target of 19 per cent. The benchmark used to determine the level of savings achieved for each official trip is the lowest available public fare for the same class of accommodation and the same itinerary. During the biennium, the Office actively implemented the policy of using restrictive public fares in economy class. As a result, the level of savings decreased, as no cost avoidance can be reported when a ticket is issued against a public fare. However, the average cost of the tickets issued by the Office decreased by 8 per cent during the biennium, with a 23.6 per cent decrease achieved since 2009.

Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

863. Procurement services fully met the requirements of acquisition plans by successfully increasing number of long-term agreements (78 per cent, exceeding the target of 45 per cent) and reducing the number of days between a final statement of work and a contract award (24, exceeding the target of 29). Ongoing automation and

the use of a new online bidding solution allowed for even greater time-sensitive efficiencies. The implementation of an electronic requisition progress tracking system and the application of targeted contract preparation training also contributed significantly to the positive results achieved.

(b) Enhanced level of international competition

864. During the biennium, an increase of 48 per cent in the number of internationally registered vendors in the legacy vendor registration database (from 1,660 in 2011 to 2,460 in 2013) was accomplished through a massive clean-up of the database, combined with an increased focus during the market research not only on finding potential new vendors, but also on requesting existing vendors to complete the registration process during the tender evaluation process as part of the compliance criteria. As a result, the Office was able to build and maintain a robust and accurate listing/database of verified vendors at the appropriate level.

(c) Improved access and participation of vendors from developing countries and countries with economies in transition

865. The access and participation of vendors from developing countries and countries with economies in transition were improved, with an 8 per cent increase in the number of new vendors from developing countries included in the database. The vendor registration clean-up process initiated by the Procurement Division has made the meaningful comparison of percentages related to these indicators impossible, as the removal of vendors who do not fully comply with the new thresholds and criteria has distorted the baselines from which the percentages were derived.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

866. The Information and Communications Technology Service has considerably expanded its offerings in terms of the provision of virtual machines and the provision and configuration of Wi-Fi access service, and as a result more clients have seen improvements in their information technology services. In 2012-2013, service level agreements were improved or concluded. The Office provided information technology services to 24 Geneva-based entities, which benefited from newly automated or enhanced applications. The Office also enhanced efficiency by introducing a number of new workflow applications that resulted in a streamlining of administrative processing, including the processing of applications for education grant, travel, leave, medical insurance, compensation claims, journalist accreditation, contracts and "Berne cards".

(b) Enhanced alignment of standardized service and project delivery processes with best practices

867. The Office has been ISO 27001 certified, ensuring an appropriate standard of confidentiality, integrity and availability of information. The establishment of the Project Management Unit resulted in the successful roll-out of a modernized desktop for several hundred machines within the delegation of authority and a structured approach, with consultation among stakeholders, to the roll-out of IP telephony and the transition to a new mobile telephony provider.

Section 29F
Administration, Vienna

Highlights of programme results

The Division for Management of the United Nations Office at Vienna made significant progress in the preparations for 2014 IPSAS compliance, the review of the funding model of the United Nations Office on Drugs and Crime, the introduction of full-cost recovery for field offices and the improvement of banking arrangements. Targets related to improved recruitment, placement and promotion and the facilitation of greater geographical representation and gender balance of staff were exceeded. Joint switchboard operations with other organizations based at the Vienna International Centre improved services for clients. Progress was also made in finalizing a new framework on the engagement of external parties to clarify engagement modalities and streamline processes for grants and implementing partners. The help desk and application software to assist in monitoring performance and feedback were also improved. In addition, the Office saw a marked increase in the participation of vendors from developing countries and countries with economies in transition.

Challenges and lessons learned

Administrative reform projects including IPSAS and Umoja, have created challenges owing to the increase in the number of substantive activities carried out in the United Nations Office on Drugs and Crime at more than 50 field offices and the related volume of support services. Successful results achieved under those projects have competed with the continued provision of efficient and effective administrative services to clients as mandated under the programme. Financial resources from extrabudgetary-funded clients have assisted in the development of administrative frameworks and tools, the preparation for IPSAS and the conduct of change management efforts for Umoja implementation. The development and implementation of full-cost recovery mechanisms for client field offices as well as the recovery of administrative support costs from external clients were challenges during the biennium. Tools and processes for addressing these challenges and risks are being developed and will continue to be adjusted during the coming biennium to ensure successful implementation and acceptance by stakeholders.

868. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29F), and Corr.1).

Executive direction and management

(a) Programme of work is effectively managed

869. The Division for Management implemented its workplan for the biennium. The Division effectively managed and provided administrative support services to the United Nations Office at Vienna and the United Nations Secretariat clients based in Vienna.

(b) Enhanced cooperation with other organizations of the United Nations common system at Vienna

870. The Division achieved enhanced cooperation with other organizations of the United Nations common system at Vienna, including cooperation in terms of switchboard services with the International Atomic Energy Agency.

(c) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making

871. Owing to the implementation of Umoja, workflow applications to be integrated with IMIS were placed on hold. Nevertheless, non-IT processes were reviewed, including the finalization of a new framework on the engagement of external parties to clarify engagement modalities and streamline administrative processes for grants and implementing partners.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

872. Resources allocated under the regular programme budget were utilized efficiently during the biennium, with an implementation rate of 99.94 per cent. Results exceeded expectations, with unliquidated obligations at the end of the biennium being less than 2 per cent of expenditure.

(b) Extrabudgetary resources are better managed

873. A review of the funding model of the United Nations Office on Drugs and Crime was conducted, resulting in the introduction of full-cost recovery for field offices. Targets in terms of reducing turnaround time for the issuance of extrabudgetary allotments for 2012-2013 were reached, as allotments continued to be processed on average within three days.

(c) Improved integrity of financial data

874. The results of the unqualified audit report by the Board of Auditors on financial statements became available in 2013. Audit findings on financial matters were also received from the Office of Internal Oversight Services during the biennium. No adverse findings were received in relation to financial matters.

(d) Timely and accurate financial transactions

875. The Division maintained close to expected performance levels with regard to payment processing, bank reconciliations and automatic disbursements. The United Nations Office at Vienna benefited from the new Single Euro Payments Area (SEPA), which regulates euro payments within Europe, resulting in lower charges, lower rates of returned payments, increased transparency and security and standardized legal norms. In preparation for SEPA, the Office carried out the necessary modifications to and reprogramming of internal systems. SEPA-compliant internal systems became operational during the biennium.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

876. The United Nations Office at Vienna/United Nations Office on Drugs and Crime slightly exceeded the targeted mobility index of 20 per cent through the promotion of and support for mobility and the provision and implementation of mobility opportunities across the Offices.

(b) Improved ability of current staff to implement mandates

877. Thirty per cent of United Nations Office at Vienna/United Nations Office on Drugs and Crime staff undertook more than five days of learning per year, contributing to staff development and their ability to implement mandates. During the biennium, there were 6,352 enrolments in training activities, of which 226 were aimed specifically at the upgrading of substantive and technical skills.

(c) Improved working environment

878. The most recent survey conducted at the United Nations Office at Vienna/United Nations Office on Drugs and Crime on human resource management services showed that 76 per cent of staff members were satisfied with the working environment, including with programmes that encourage and support career development and mobility programmes. Although this was lower than the 82 per cent expected, it still showed a positive outcome of the efforts made to improve the working environment of staff.

(d) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

879. The United Nations Office at Vienna exceeded all targets related to improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff. The United Nations Office on Drugs and Crime provided extensive training courses for hiring managers on mastering the revised staff selection policies and the Inspira e-staffing tool.

(e) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

880. As the VINE mobility programme has been discontinued, there are now no centrally administered mobility programmes through which the number of voluntary movements can be measured. Pending the promulgation of an Organization-wide

mobility policy, the United Nations Office at Vienna/United Nations Office on Drugs and Crime does not have any formalized mobility programmes, but encourages and supports mobility within the United Nations Office on Drugs and Crime, including between headquarters and field offices, in the context of the regular staff selection policy. In addition, the United Nations Office at Vienna is working with other Vienna-based entities to establish a spouse support programme.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

881. All services were provided in accordance with the established standards and timelines during the biennium.

(b) Savings achieved in travel costs

882. Travel agent rebates and the collection/use of corporate miles allowed the issuance of air travel tickets at no cost to the Organization.

(c) Improved management of record-keeping at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime

883. The management of incoming official documents was fully achieved, with 90 per cent filed electronically at the United Nations Office at Vienna and the United Nations Office on Drugs and Crime, replacing traditional paper filing.

Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

884. All procurement staff and staff in the United Nations Office on Drugs and Crime field offices with a delegated procurement authority of up to $40,000 were fully trained. The increased use of system contracts contributed to efficient, cost-effective, timely and high-quality procurement for requisitioners at the Vienna International Centre and at United Nations Office on Drugs and Crime field offices. According to the results of the voluntary survey given to requisitioners after each procurement action, all respondents were satisfied with the procurement services provided.

(b) Enhanced level of international competition

885. As all procurement notices above $40,000 were at least published on the home pages of the United Nations Global Marketplace, the Procurement Division and the United Nations Office at Vienna, the number of international bidders participating in a bidding process increased considerably. As a result of increased international competition, better prices and economies of scale (also through the establishment of system contracts) were achieved. As of the end of the biennium, 1,898 vendors were successfully registered with the United Nations Office at Vienna.

(c) *Improved access and participation of vendors from developing countries and countries with economies in transition*

886. The access and participation of vendors from developing countries and countries with economies in transition were improved during the biennium. An increased number of procurement cases were handled by the United Nations Office at Vienna Procurement Section for field offices of the United Nations Office on Drugs and Crime in developing countries and countries with economies in transition. All procurement notices above $40,000 were published on the home pages of the United Nations Global Marketplace, the Procurement Division and the United Nations Office at Vienna, and sometimes also on the home page of UNDP, depending on the nature of the procurement case. As of the end of the biennium, 203 vendors from developing countries and countries with economies in transition were successfully registered with the United Nations Office at Vienna.

Subprogramme 6
Information and communications technology services

(a) *Improved capability of the Organization in the management of its activities*

887. The Information Technology Service responded to all internal office automation client requests. Through the United Nations Office on Drugs and Crime, it was able to address countries' needs globally for drugs and crime-related software. The Service also standardized development tools for in-house applications. Templates and business concepts were applied to new software development projects.

(b) *Enhanced alignment of standardized service and project delivery processes with best practices*

888. Enhancements to the current help desk and application software assisted in monitoring performance and feedback. Implemented solutions included software management systems and change management and backup management systems, which helped to monitor and streamline activities.

Section 29G
Administration, Nairobi

Highlights of programme results

The United Nations Office at Nairobi continued to improve its services during the biennium in order to serve its clients effectively and efficiently. Major progress was made towards implementing the programme of work and achieving higher client responsiveness through outreach activities, the automation of processes and revised workflows. Additional reporting tools enhanced the ability of clients to comply with IPSAS and Umoja implementation. Further improvements were made to infrastructure and conference facilities of the Office with the opening of the new Delegates Lounge and the upgrading of the specialist simultaneous interpretation facilities in the conference areas to bring them up to current standards.

Among the various training programmes conducted, the Office successfully concluded a business seminar in collaboration with other United Nations agencies, resulting in enhanced understanding on the part of participating vendors regarding the vendor registration process and increasing the pool of eligible vendors for tender invitation. The preparations for IPSAS adoption by UNEP and UN-Habitat were completed, with more than 400 staff members with finance, procurement, asset management and other backgrounds trained. As part of its outreach efforts, the Division of Administrative Services of the Office held an "open day" on 4 June 2013 to reach out to common clients.

Challenges and lessons learned

The Office has had insufficient staff and financial resources to carry out the volume of work required for both IPSAS and Umoja and to support an increasing client base, which has presented a challenge to the successful implementation of the programme of work. In the area of the procurement of goods and services, acquisition planning needs further improvement to allow for a timely and orderly procurement process. Greater client communication is required with respect to the promulgation of the new travel rules, which have not been received favourably by staff. Lack of resources for infrastructure capital replacement has hindered service delivery in such areas as internal networks, video and audio conference services and physical security. A decision on the software and backup system used for electronic record-keeping needs to be made by Headquarters to enable the Office, along with UNEP and UN-Habitat, to begin the process of digitizing archives and document management.

889. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 29G)).

Executive direction and management

(a) Improved management performance through adoption of new/improved policies and procedures, methods, tools and techniques for the key management and service functions of the Division of Administrative Services

890. During the biennium, the Division of Administrative Services of the United Nations Office at Nairobi streamlined procedures for the assignment of certifying authority and special approval authority, and implemented and modified several applications to enhance the effectiveness of service delivery. The intranet of the Office was continuously updated with policy documents and resources on business continuity planning and emergency preparedness. In preparation for IPSAS adoption, training courses were organized across various United Nations agencies. A dedicated regional Umoja training facility was established in Nairobi, equipped with computers, interactive whiteboards and videoconferencing and WebEx capabilities.

(b) Improved business processes in terms of efficiency and productivity

891. The Division presented four service level benchmarks to its core clients, UNEP and UN-Habitat. The benchmarks encompass all the individual elements of service provision in the areas of budget and finance management, human resources management, support services and information and communications technology. Clients selected 22 key performance indicators. The Division provided quarterly reports on compliance. Service level agreements for service provision to other United Nations agencies in Nairobi under common services were signed. Other non-mandatory service level agreements included those for staff stress management counselling, joint medical services, UN Cares and security services.

(c) The programme of work is effectively managed

892. The programme of work was effectively managed, as evidenced by the report on financial utilization as at 31 December 2013, with 93 per cent of appropriations used for the implementation of the programme.

Subprogramme 2
Programme planning, budget and accounts

(a) Overall resources for the programme budget are better managed

893. Overall resources for the programme were managed well during the biennium. As at 31 December 2013, the utilization of resources in terms of appropriations and allotments stood at 93 per cent, reflecting proper planning and internal controls.

(b) Extrabudgetary resources are better managed

894. Extrabudgetary allotments were issued in a timely manner following the approval of the budgets. Modifications and enhancements to Budget and Financial Management Service applications ensured better monitoring and reporting. Extrabudgetary resources continued to be issued well within the standard turnaround time of two days.

(c) Improved integrity of financial data

895. The Budget and Financial Management Service successfully supported the audit of the United Nations Office at Nairobi, UNEP and UN-Habitat conducted from 22 April to 24 May 2013.

(d) Timely and accurate financial transactions

896. The Budget and Financial Management Service efficiently and effectively issued monthly financial statements for UNEP, UN-Habitat and the United Nations Office at Nairobi in a timely manner. Two sets of closure instructions were issued to UNEP and UN-Habitat financial management officers, including IPSAS year-end timetable instructions in preparation for IPSAS adoption on 1 January 2014, and the traditional year-end instructions to ensure the successful closure of the United Nations system accounting standards accounts for the biennium 2012-2013.

Subprogramme 3
Human resources management

(a) Improved versatility of staff

897. Performance management and development training sessions continued to be offered to managers and staff during the biennium, with the benefits of mobility highlighted. Other courses on career management were also offered, many of which received positive feedback.

(b) Improved ability of current staff to implement mandates

898. To facilitate the successful roll-out of Umoja in Nairobi, the Staff Development and Training Unit was tasked with coordinating all Umoja training in liaison with the Umoja training team in New York. Successful training sessions were held and included blended learning and instructor-led, hands-on practice sessions and simulations. Other training courses held included an emergency preparedness and support team for family focal points, a training-of-trainers course for IPSAS trainers and a refresher course on pension benefits.

(c) Improved working environment

899. The Human Resources Management Service, in partnership with the Information and Communication Technology Service, the Payroll Unit, the Travel, Shipping and Visa Unit and the Business Continuity Planning Unit, organized outreach days in May and October 2012, which were rated by clients as one of the best initiatives of the Service. Other initiatives included the coordination of the United Nations Office at Nairobi "open day" held in June 2013 and support for the 2013 Headquarters-led comprehensive local salary survey.

(d) Improved staff health-care services

900. All joint medical clinical staff, including doctors and nurses, passed the American College of Emergency Physicians accreditation course on advanced cardiac life support. A blood donor campaign was conducted with the Kenya National Blood Transfusion Service, which led to the Service's agreement to assist the United Nations Office at Nairobi with rare blood types, including for evacuees. Hygiene guidelines and standard operating procedures of the Joint Medical Service were updated in line with the guidelines of WHO and the Government of Kenya. Two vaccine outreach campaigns were conducted, with 220 staff vaccinated in each campaign. A hepatitis B and C awareness campaign was also conducted, with 201 staff screened. UN Cares and UN Plus won an award from the Secretary-General for innovation in partnership. The Training and Development Section of the Department of Safety and Security was certified by the American Heart Association as an international advanced cardiac life support accreditor; three Joint Medical Service staff participated in the training and were certified.

(e) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff

901. The Human Resources Management Service continued to place greater emphasis on guiding and assisting client departments in the preparation of staffing resource planning and the completion of the recruitment process to fill vacant positions.

(f) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions

902. The Human Resources Management Service continued to provide guidance and support to staff interested in voluntary mobility.

Subprogramme 4
Support services

(a) Enhanced quality and timeliness of facilities services

903. During the biennium, a total of 5,630 malfunctions were reported, occurring across all services, including electrical, mechanical, plumbing, cleaning, gardening and landscaping, compared with 6,613 malfunctions during the previous biennium, reflecting a considerable improvement between reporting periods.

(b) Improved management of properties

904. All maintenance requests were completed well within the standard turnaround time of three hours. In fact, statistics indicated an average response or turnaround of time between 17 and 32 minutes across all services.

(c) Savings achieved in travel costs

905. The Office increased its collaboration with all airlines serving the Kenyan market in order to obtain the highest possible discounts. Many airlines increased the scope of their air travel networks to allow for more competitive fare pricing between airlines in the same network. In addition, the Office was more active in highlighting the financial benefits of early planning with key customers to take advantage of the lowest possible ticket prices. The Office also promoted the benefits of its travel services to other Nairobi-based United Nations agencies.

(d) Improved management of record-keeping

906. The percentage of offices implementing record-keeping standards increased with the introduction of file classification schemes and retention schedules.

(e) Expanded cost-sharing mechanism and common services

907. The number of new agencies subscribing to common services continued to increase. Under the common service governance framework, 14 agencies subscribed to travel services, 34 to host country services and 18 to mail and pouch services.

Procurement services

(a) Procurement services that fully meet the requirements of acquisition plans

908. The Procurement Section noted a 12 per cent increase in the total number of blanket purchase orders and systems contracts, from 158 in 2010-2011 to 200 in 2012-2013. The Section reviewed recurring requirements and identified areas in which blanket purchase orders could be set up to streamline the procurement process. In particular, in the area of medical services, a substantial number of new blanket purchase orders were established. The number of weeks between the receipt of a requisition in Equip and a contract award for requirements in excess of $40,000 decreased from the 2010-2011 baseline of 14 weeks to 10 weeks in 2013. The

Section streamlined the procurement process and thereby managed to reduce the time between a final statement of work and a contract award.

(b) Enhanced level of international competition

909. The number of vendors registered and eligible for tender invitations increased during the biennium to 833 as of December 2013. One-day training courses on procurement were conducted for approximately 150 requisitioners within the 24-month reporting period. A two-day business seminar was also conducted by the Office in collaboration with other United Nations agencies to provide guidelines to vendors on how to do business with the United Nations. The seminar was attended by 500 participants and resulted in better understanding of the registration requirements, thus increasing the number of vendors eligible for tender invitations and contract awards.

(c) Increased number of vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

910. During the biennium, a total of 475 vendors from developing countries and countries with economies in transition were registered with the United Nations Office at Nairobi. This was a substantial increase compared with the biennium 2010-2011, during which 60 vendors from developing countries and economies in transition were registered.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

911. Through the restructuring of the Information Technology Unit of the Division of Conference Services, the Information and Communication Technology Service contributed to improved and harmonized services in the conference area. Cooperation and transparency among the three agencies, the United Nations Office at Nairobi, UNEP and UN-Habitat, improved owing to the re-establishment of the technical review group and the information and communications technology committee. The Office supported and customized applications related to educational grant, travel claim modifications and staff clearance for other duty stations. It also implemented and modified many applications, among the most important of which were e-billing, official visa requisition, travel requisition, the adjustment module for payment expenditure reporting, and income tracking.

(b) Enhanced alignment of standardized services and project delivery processes with best practices

912. The Information and Communication Technology Service rebuilt the e-mail and storage system architecture, which now provides UNEP, UN-Habitat and United Nations Office at Nairobi users with an enhanced e-mail experience. Other initiatives included the implementation of a dual Internet service provider for better resilience; a Microsoft active directory for application single sign-on and information security improvement; a change management workflow; standard information and communications technology services for UN-Habitat offices in

Brazil and Japan; the standard client relationship system of the United Nations Secretariat (iNeed), in compliance with the change management framework; the standard features of an IP telephone system for 4,500 extensions; a considerable improvement in IMIS performance in-house and at outpost duty stations; and a UNEP financial monitoring tool.

Section 30
Office of Information and Communications Technology

Highlights of programme results

In May 2013, the Secretary-General appointed a new Chief Information Technology Officer, who initiated a review of information and communications technology services and resources within the Secretariat to improve coordination, collaboration and coherence. The review included a project designed to remediate the lack of a harmonized approach with respect to applications and websites in the Secretariat. In addition, the Board of Auditors and the General Assembly, at its sixty-seventh session identified a broad range of issues. On the basis of priority and criticality and in the light of resource limitations, the Office of Information and Communications Technology initiated work designed to strengthen information security and operational resilience, reduce fragmentation and enhance technical authority, which required the formulation of policy, procedures, standards, technology architecture and effective governance structures.

The Office continued to improve coordination and collaboration with information and communications technology units globally to support the implementation of Umoja and IPSAS, and actively engaged in formulating a plan to mainstream Umoja in collaboration with project leadership. As the standard service management platform, iNeed is being rolled out globally to ensure that Umoja can be effectively supported. The Office also continued the deployment of the Unite suite of applications for collaboration and document management, which provides a consolidated set of enterprise solutions for common business needs.

Challenges and lessons learned

The Office faces challenges owing to a lack of funding and key resources in terms of cross-cutting and monitoring functions. Its workload was further affected by additional support requirements related to Umoja mainstreaming. Nevertheless, the Office ensured that collaboration and communication were strengthened between it and the Umoja project team to ensure that efforts were optimized.

913. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 30)).

Executive direction and management

(a) Programme of work is effectively managed

914. The Office of Information and Communications Technology achieved a customer satisfaction rating of 66 per cent for 2013. As a result, the Chief Information Technology Officer conducted a more detailed and focused assessment, which was concluded in October 2013. The results were consistent with the prior customer satisfaction data and provided additional detail about the areas in which greatest demand exists and the areas that warrant attention.

(b) Improved timeliness of preparation of documentation

915. The Office made concerted efforts and improved internal processes to ensure that official reports were submitted on time, resulting in 100 per cent compliance in respect of the timely submission of pre-session documents for 2013.

(c) Enhanced policy coherence in the management of the information and communications technology activities of the United Nations

916. The Office held two retreats and several meetings of the Information and Communications Technology Management Coordination Group, comprising all chiefs of information and communications technology units at the Secretariat, to coordinate and achieve alignment on key issues. Areas of focus going forward are: (a) the establishment of clear information technology governance and security structures with compliance capability; (b) the establishment of a clear technical authority and enterprise architecture with compliance capability; (c) the alignment of information and communications technology with Secretariat priorities and the provision of support for Umoja and IPSAS; (d) the optimization of the information and communications technology financial structure; and (e) the reduction of fragmentation through consolidation and the creation of centres of excellence. As part of its general approach, the Office engaged with chiefs of information and communications technology units at United Nations duty stations. In addition, the Office was actively engaged in various inter-agency groups, including the High-level Committee on Management of the Chief Executives Board for Coordination and the Information and Communication Technology Network.

Subprogramme 5
Information and communications technology strategic management and coordination

(a) Improved knowledge management, resource management and infrastructure management

917. In 2013, the Office of Information and Communications Technology continued to roll out major enterprise applications both at Headquarters and at peacekeeping missions. With regard to resource management, iNeed is an enterprise system that provides customer relationship management support for Umoja and facilitates the management of service provision in general. The use of iNeed continued to expand throughout 2013, with the system implemented in an additional 18 service desk operations. In March 2013, authentication modules for the enterprise identity management system were rolled out, laying the foundation for a unified authentication system for Secretariat-wide applications. In the area of knowledge

management, the Office continued to implement a set of integrated solutions for capturing, sharing and using information more effectively through Unite Docs and Unite Connections. With regard to infrastructure management, the network was strengthened through the finalization of a global contract that has the potential to provide connectivity among all major United Nations locations, and the Internet connection was upgraded to support the increasing demands of the United Nations global workforce.

(b) Use of information and communications technology resources optimized according to common standards

918. Nine additional standards were approved and 13 standards extended through the Architecture Review Board, highlighting the need for the establishment of strengthened "technical authority", as referred to in the report of the Board of Auditors on the handling of information and communications technology affairs in the Secretariat (A/67/651). In addition, emphasis was placed on increasing the number of policies, guidelines and procedures, and accordingly, in 2013, a policy committee was established with representation from the global Secretariat. The committee established six policies, procedures and guidelines.

(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to information and communications technology

919. The Office is currently conducting a thorough review of information and communications technology services and resources within the Secretariat to improve coordination, collaboration and coherence. A review of websites and applications throughout the Secretariat has been conducted, and a strategy is to be developed. Similarly, a project designed to remediate the lack of a harmonized approach with respect to applications in the Secretariat has been initiated to address issues of fragmentation identified in the above-mentioned Board of Auditors report. The larger context of the fragmentation of resources and efforts with respect to technology in the Secretariat is being assessed.

Subprogramme 6
Information and communications technology operations

(a) Improved capability of the Organization in the management of its activities

920. In 2013, the Office of Information and Communications Technology supported the migration from Windows XP to Windows 7 for approximately 8,000 desktops throughout Headquarters. In addition, the automation of server installation and configuration was undertaken to improve processes related to the deployment of data centre resources. The Office continued to provide support for the deployment of Umoja and initiated a project to mainstream Umoja.

(b) Enhanced alignment of standardized service and project delivery processes with best practices

921. Progress continued in implementing a service level management process aligned with the Information Technology Infrastructure Library, an international standard for service delivery. The improvement of the information technology service catalogue and of cost recovery mechanisms was achieved. The information technology service catalogue was updated on iSeek for ease of use and greater

transparency and visibility. Service management and administration capacity was strengthened to include the cost recovery function. That function streamlined the service delivery process and increased efficiency in charge-back procedures with client departments.

Section 31
Internal oversight

Highlights of programme results

The Office of Internal Oversight Services continued to promote the responsible administration of resources, better programme performance and a culture of accountability and transparency through recommendations arising from its audit, inspection, evaluation and investigation assignments. The Office continued to implement quality assurance programmes, streamlined reporting processes to increase efficiencies and fully implemented new procedures for the monitoring and formulation of recommendations under each subprogramme. The Office met all targets with regard to the acceptance of recommendations, likely owing in part to its improvements in the formulation and monitoring of recommendations. Furthermore, the Internal Audit Division fully implemented an "overall rating" system introduced in the third quarter of 2011. These ratings are now reviewed on a regular basis by the Management Committee and thus play an important role in communicating the level of assurance being provided on the basis of audit work conducted. As of June 2012, the Office also began the disclosure of internal audit reports on its website, pursuant to General Assembly resolution 67/258. That initiative is expected to improve the transparency of internal audit results and actions taken by management to correct reported weaknesses. The Investigations Division enhanced the awareness and capacity of United Nations personnel to enable them to conduct investigations effectively, through the provision of basic investigation training. The work of the Inspection and Evaluation Division continued to contribute to the decision-making of Member States regarding programmes through its high-quality evaluation reports.

Challenges and lessons learned

Building on lessons learned during the previous biennium, the Office continued to refine its risk-based planning methodology and to improve in terms of the quality of reports and the formulation of recommendations. In 2013, the Office also implemented measures to improve the timeliness of audit and investigation reports, including the streamlining of the report review process in the Internal Audit Division. During the biennium 2014-2015, the Office will consistently track the quality and timeliness of its investigation reports in the Integrated Monitoring and Documentation Information System as part of the expected accomplishments and indicators of achievement set for the biennium. While the Office was able to meet most targets established for the biennium, it did not meet its target of evaluating five programmes, owing to the postponement of evaluations of ECA and UNHCR.

Output implementation rate

922. The above-cited results are based on the implementation of 99 per cent of 95 mandated, quantifiable outputs.

923. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 31)).

Executive direction and management

(a) Increased timeliness of submission of documentation

924. The 2013 rate of timely document submission reached 100 per cent, an improvement of 10 per cent compared with the previous biennium. Planning and monitoring are critical to ensuring compliance with slot dates. To that end, the Office of Internal Oversight Services has put in place a tracking mechanism to ensure that reports are on target in meeting benchmarks and that there is accountability in relation to respect for deadlines.

(b) Continued cooperation with other oversight bodies in the United Nations

925. The Office continued to coordinate regularly with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to ensure that potential duplication or overlap in the conduct of oversight work were avoided and to minimize any gaps in oversight coverage. In addition to sharing workplans and reports, the Office held bimonthly meetings with the Board of Auditors to discuss issues of mutual interest. The Office met with the Joint Inspection Unit on an ad hoc basis when issues of particular concern arose. Furthermore, the Board of Auditors, the Joint Inspection Unit and the Office held annual tripartite meetings to discuss the workplan for the following year and specific oversight issues.

(c) Timely recruitment and placement of staff

926. During the biennium, Professional posts were filled within 165 days on average, falling 5 days short of the 160-day target. The Office did achieve a marked improvement compared with the 2011 baseline of 182 days. Some of the delays encountered were due to difficulties with Inspira. In order to continue to improve its performance, the Office will increase its efforts to recruit from rosters; human resources staff will continue to work actively with client divisions and the Office of Human Resources Management to ensure that the recruitment process remains on track. In addition, the status of vacancies, including the stage of the process that the vacancy is at, will continue to be circulated to all programme managers and senior management on a regular basis.

Subprogramme 1
Internal audit

(a) Increased ability of Member States and the Secretariat to make decisions based on internal audits, which strengthen internal control and governance processes and improve risk management

927. During the biennium, 14 General Assembly resolutions were found to contain references to Internal Audit Division reports. Those resolutions were aimed at improving the overall strategic and operational approach to managing human, financial, programmatic and material resources. The results of the client survey conducted in 2013 by the Division showed the highest overall performance score in the past five years. Ninety-five per cent of clients expressed satisfaction with the accuracy and usefulness of audit reports and the efficiency of the audit process. More than 95 per cent of respondents agreed or strongly agreed with the statements that internal audit reports contributed to the identification and management of key risks, the cost-effectiveness of internal controls, an effective governance process and an appropriateness of follow-up on recommendations for corrective action. During the biennium, the Division issued a total of 1,527 recommendations, covering issues related to risk management, accountability, efficiency, effectiveness, the realization of savings, the recovery of losses and overpayments.

(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers

928. All (1,527) critical and important recommendations issued to clients aimed at improving the effectiveness and efficiency of operations and enhancing the accountability of programme managers were accepted during the biennium. This was a 5 per cent improvement compared with the end of 2011. Internal audit also made improvements in the formulation of recommendations, which likely played some role in the 100 per cent acceptance rate on the part of programme managers. The Office monitors the implementation of all recommendations annually, with the implementation of critical recommendations that are due or past due monitored on a quarterly basis.

Subprogramme 2
Inspection and evaluation

(a) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services inspections and evaluations, including self-evaluation findings, that assess the relevance, efficiency and effectiveness of programmes and subprogrammes

929. For the biennium 2012-2013, the Office of Internal Oversight Services completed programme evaluations of the Office for the Coordination of Humanitarian Affairs, UNEP and the United Nations Office on Drugs and Crime; the review of the monitoring and evaluation capacity of the Office for the Coordination of Humanitarian Affairs, UNEP and UNHCR; an adequacy assessment of the 2008-2009 strategic frameworks for Secretariat programmes; and an ad hoc review of the evaluation policy of UNFPA. Three triennial reports were issued, reviewing follow-up to prior evaluations of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (E/AC.51/2012/4), lessons learned: protocols and practices

(E/AC.51/2012/3) and United Nations coordinating bodies (E/AC.51/2012/2). In the peacekeeping arena, the Office of Internal Oversight Services completed evaluations of three missions (MONUSCO, MINUSTAH and UNIFIL) and a meta-evaluation of peacekeeping evaluations. A survey of delegates and managers indicated that 85 per cent of those reports were considered to be useful and of high quality. In terms of implementation rates, 52 per cent of evaluation recommendations were fully implemented during the biennium. The Office did not meet the target of evaluating five programmes during the biennium, owing to the postponement of the evaluations of ECA and UNHCR.

(b) Increased ability of Member States and the Secretariat to make decisions based on Office of Internal Oversight Services evaluations pertaining to cross-cutting practices within the Secretariat

930. In addition to the biennial report on strengthening the role of evaluation across the Secretariat (A/68/70), the Office completed a review of the measures used by United Nations peacekeeping missions to report progress on the protection of civilians (A/67/795). The survey of delegates and programme managers on the quality and use of those reports indicated that 94 per cent found them to be useful and of good quality. With regard to the Office's evaluation recommendations, 86 per cent were fully implemented during the biennium.

Subprogramme 3
Investigations

(a) Improved quality of investigations that contribute to the Organization's ability to ensure individual accountability

931. During the biennium, the Investigations Division made progress by clearing the backlog of pre-2008 investigation cases, as well as through the systematic quality control of investigation reports and recommendations issued. A comprehensive investigation manual ensured consistency and professionalism in the discharge of investigation functions. The resulting investigation reports and findings, therefore, provided a stronger basis on which to take recommended action, including the imposition of disciplinary sanctions and/or financial recovery measures.

932. In addition, the Division underwent a comprehensive restructuring, transferring resources to Entebbe to create a surge capacity at the Regional Service Centre, thereby increasing the Organization's ability to respond to matters in a timely and effective manner. A liaison investigator was embedded in the Nairobi-based Risk Management Unit of the United Nations country team for Somalia. As a result, the Division identified a number of high-risk projects and commenced a series of investigations into the activities of implementing partners.

(b) Enhanced awareness and capacity of United Nations personnel to undertake investigations effectively, contributing to the Organization's ability to ensure individual accountability

933. Awareness was increased through training programmes presented by the Investigations Division to personnel responsible for investigations or investigation tasks. Four professional training workshops were held, in New York, Nairobi, Vienna and Entebbe, for a total of more than 100 participants representing all

peacekeeping missions. According to participant feedback, trainees recognized the Division's expertise and saw great merit in the functions of the Professional Practices Section, the Digital Forensics Unit and the Research and Analysis Unit.

Section 35
Safety and security

Highlights of programme results

During the biennium, the Department of Safety and Security enabled United Nations operations to continue in increasingly high-risk areas, including amid armed conflicts and in volatile post-conflict environments, such as those in Afghanistan, Central African Republic, Libya, Somalia, South Sudan, Syrian Arab Republic and Yemen. Partnerships continued to be strengthened within the United Nations security management system on an inter-agency basis and through bilateral contact. The Inter-Agency Security Management Network considered a wider scope of multidisciplinary issues, ensuring greater inclusiveness of those outside the security sphere. Collaboration with humanitarian partners continued, resulting in a higher level of awareness of security issues at all levels. The focus continued to be placed on security-enabling programmes. The programme criticality concept became entrenched in how the Organization operates against the backdrop of the threats and risks faced. Continuous evaluations of the threats and risks faced by the United Nations system were undertaken. Greater support was provided to designated officials and security officials through frequent engagement, increased support from Headquarters, improved training, and improved security management tools. A stronger focus was placed on evaluating the performance of those entrusted with security responsibilities to ensure accountability and compliance with policies and procedures.

Challenges and lessons learned

The physical security of United Nations premises and offices represents a critical gap in the United Nations security management system. To begin to address this, in December 2012 the Department of Safety and Security launched an expanded database of the more than 6,800 United Nations premises and offices worldwide. The vast majority of those premises and structures, however, were occupied by the United Nations without due consideration of security. There is limited professional capacity in the United Nations system to assess buildings and provide recommendations for security improvements. The security landscape is constantly changing, and addressing that reality in a largely cost-shared system presents challenges. To assess those challenges and ensure clarity in security functions throughout the security management system, continuous reviews of security deployments are undertaken.

934. The above-cited results are based on the implementation of 70 per cent of 141 mandated, quantifiable outputs.

935. Approved expected accomplishments and indicators of achievement can be found in the proposed programme budget for the biennium 2012-2013 (A/66/6 (Sect. 35)).

Executive direction and management

(a) Programme of work is effectively supported by staff and financial resources

936. All approved regular budget posts, except for the posts proposed for abolishment during the biennium 2014-2015 in accordance with General Assembly resolution 67/248, were filled to the extent possible during the biennium 2012-2013 in order to implement the programme of work effectively. Financial resources were utilized in accordance with the purposes for which the appropriation had been approved. The Department is making its best efforts to provide a safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions with the resources provided.

(b) Enhanced coordination, integration and compliance of policies and procedures within the United Nations security management system

937. The programme developed United Nations security management system draft policies on staff lists, United Nations personnel air travel and the "Saving Lives Together" framework (presented for the consideration of the High-level Committee on Management for approval) and coordinated with the members of the Inter-Agency Security Management Network to improve the policy frameworks on programme criticality, security incident reporting and security risk management. The programme coordinated with other departments in developing the United Nations policy guidance on crisis management in peace missions, the changing threat environment, human rights and sexual exploitation and abuse. All security policies were made available on an informational website. The programme also carried out 20 compliance assignments, during which the status of the security programme at 967 premises occupied by United Nations organizations and related projects was evaluated. A total of 210 recommendations were issued, 32 implementation reports were closed and 480 recommendations were implemented, resulting in the strengthening of various components of the security programme.

Subprogramme 1
Security and safety coordination

(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions

938. During the biennium, the programme continued to plan, coordinate and implement protective and safety measures to enable staff, delegates and visitors to headquarters locations and regional commission premises to carry out activities in as secure an environment as possible. The Security and Safety Service in New York continued the deployment of effective physical, technical and procedural security and safety measures both within the Headquarters complex and throughout its expanded footprint. The Security and Safety Service in Geneva initiated electronic access control and improved accreditation systems in 2013, which is scheduled to be

completed in 2014. The Security and Safety Service in Vienna initiated the second phase of the standardized access control project (PACT II) and introduced an in-house active shooter response training programme. At ECA, the programme worked on various security projects to ensure increased compliance with the Headquarters minimum operating security standards. The implementation of its PACT project is in its final stage. ESCWA implemented PACT II.

(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions

939. The programme coordinated the assessment and, when required, the delivery, of close protection for 1,559 operations, including the travel of 171 senior United Nations officials. It also improved the notification process that has enabled the relevant actors to monitor the travel of senior United Nations officials and provide them with the requisite security measures and close protection if necessary.

(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions

940. The Security and Safety Service in New York developed and completed contingency plans for active shooter situations, fire safety evacuation and complex security and crisis management, to ensure a coordinated response to an emergency or crisis. The Service also has the responsibility for the utilization of the emergency notification system in the event of an emergency or crisis. The country minimum operating security standards at the United Nations Office at Geneva will be reviewed in 2014, and its business continuity plan was being prepared. The United Nations Office at Vienna updated its fire safety, evacuation, crisis management and mass casualty plans. ECA established an incident and crisis management unit to enhance crisis prevention and management tools. ESCAP developed and completed contingency plans for active shooter situations, fire safety evacuation, business continuity, mass casualty and crisis management. ESCWA continuously trained all security officers on evacuation procedures and exercises. Two unannounced evacuation drills were conducted at United Nations House, Beirut.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

(a) Improved safety and security arrangements

941. During the biennium 2012-2013, the Department made efforts to significantly improve staff safety and security globally. A focused effort to maintain the high percentages of up-to-date security threat and risk assessments and increased compliance with minimum operating security standards were instrumental in that endeavour. As at 31 December 2012, security risk assessments had been endorsed in a timely manner by regional desks of the Division of Regional Operations for 152 out of 175 countries, or 87 per cent. As of the end of the biennium, security risk assessments had been endorsed by regional desks of the Division for 154 out of 175 countries, or 88 per cent. The Department was constantly updating security risk assessments for countries and areas with elevated security phases or upon

substantial changes in security environments. This increased situational awareness and vigilance on the part of all staff members.

(b) Enhanced preparedness for contingencies, crisis situations and timely response to security incidents

942. Through the completion and exercise of country-level security contingency plans and increased capability to deploy or redeploy field security officers with 24 hours' notice, the Department ensured rapid and effective responses to security incidents. As at 31 December 2012, security plans had been approved in a timely manner for 144 out of 175 countries, or 82 per cent. Security plans for 28 countries were also reviewed and approved during the first six months of 2013, with 68 per cent of security risk assessments endorsed by the end of 2013 (it should be noted that security plans should be reviewed every 12 months). Various security issues are addressed in country security plans, which were instrumental in achieving staff evacuations, the operation of the warden system, emergency medical evacuation and other operations reflecting the unique security features of duty stations. The Department undertook several emergency deployments to several countries, including the Central African Republic, Lebanon, Mali, the Sudan/Darfur and the Syrian Arab Republic.

(c) Enhanced security management system

943. During the biennium, the Department made significant efforts to facilitate the effective and efficient conduct of United Nations operations while ensuring the safety, security and well-being of those persons to whom the United Nations security management system is applicable as a high priority. To that end, the Department strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment through the increased use of host country focal points. By the end of 2012, an official governmental security focal point had been established in 62 per cent of the countries in which the United Nations is present; that figure had increased to 79 per cent by the end of the biennium. In addition, by the end of 2012 security professionals in the field had been spending on average 21.20 per cent of their time on programme activities outside the capital area; by the end of 2013, that figure had increased to 29 per cent.

Component 2
Field support

(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress

944. During the biennium, the programme, while responding to the psychosocial needs of staff during emergencies, continued to build the capacities and preparedness of United Nations country offices with respect to critical incident stress management and prevention as follows: (a) at the individual level through the training of staff; (b) at the institutional level through advocacy by creating and/or maintaining 23 critical incident stress intervention cells, each composed of a locally based counsellor and trained peer helpers; and (c) by conducting needs assessments and providing technical advice to managers. The programme conducted 10,968 counselling sessions during 46 major crises (hostage incidents, terrorist attacks, political or social unrest, suicide, natural disasters); provided support and

advice to 1,248 managers system-wide; trained 11,389 staff on stress management and related issues; trained 471 peer helpers; and certified 65 mental health professionals after they had received thorough training in critical incident stress management and prevention.

(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training

945. The programme continued to deliver security training to the three target groups (managers with security responsibilities, security professionals and staff at large) through a variety of learning programmes targeting each group as appropriate. Basic security certification training was updated and improved, and participation was extended to a wider audience, including agencies, funds, programmes and organizations of the United Nations security management system. The global security awareness programme entitled "Basic Security in the Field" was comprehensively upgraded and redistributed to all personnel on a new web-based platform. Specialist learning programmes were established for focus groups, and a new road safety project was launched for all staff. A review of learning methodologies was conducted, and a new competency-based learning approach to training, for all core and specialist programmes, was launched.

(c) Improved capacity to track staff and to provide members of the security management system with relevant security information

946. The agencies, funds, programmes and organizations of the United Nations security management system increased their compliance with respect to the requirements of staff tracking. This resulted in the increased use of the travel request information process (TRIP), which in turn improved the data on personnel available to the departments in case of emergencies.